

# **EXHIBIT 16**

Message

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**From:** Marta Martinez [martinezmarta@google.com]  
**Sent:** 12/14/2018 8:48:51 PM  
**To:** APMG [ap-mg@google.com]  
**Subject:** Fwd: [Amg] Fwd: Google Q4 Synthesis Report follow up  
**Attachments:** Google Q4 Synthesis Final.pptx

Team,

Attached below is the AdPerceptions Competitive analysis that I mentioned during our meeting. What stands up for me is:

- Tube's scores are going up compared to TV centric players (pag 12 -14)
- Google Display Network scores as a "Must Buy" (pag 20)
- Amazon and Google Display Network score when it comes to "Value for Money" (pag 24)
- Amazon taking on A LOT of ground, trending as the most preferred DSP (pag 41)
- TTD perception continues to grow consistently since 2016 (pag 41)

Good input to inform our strategies and narratives.

Marta

----- Forwarded message -----

**From:** **Ryan Vauk** <[ryanvauk@google.com](mailto:ryanvauk@google.com)>  
**Date:** Fri, Dec 7, 2018 at 8:52 PM  
**Subject:** [Amg] Fwd: Google Q4 Synthesis Report follow up  
**To:** amg <[amg@google.com](mailto:amg@google.com)>  
**CC:** Carlos Araujo <[carlosa@google.com](mailto:carlosa@google.com)>, Chris Pollak <[cpollak@google.com](mailto:cpollak@google.com)>

AMG: Attached below is the data pack Advertiser Perceptions shared with us on Tuesday. Feel free to let Chris or me know if you have any feedback, or have additional questions you'd like them to address.

----- Forwarded message -----

**From:** **Dave Steinberger** <[dave.steinberger@advertiserperceptions.com](mailto:dave.steinberger@advertiserperceptions.com)>  
**Date:** Fri, Dec 7, 2018 at 11:38 AM  
**Subject:** Google Q4 Synthesis Report follow up  
**To:** Ryan Vauk <[ryanvauk@google.com](mailto:ryanvauk@google.com)>  
**Cc:** Allan Thygesen <[allant@google.com](mailto:allant@google.com)>, Carlos Araujo <[carlosa@google.com](mailto:carlosa@google.com)>, Kevin Mannion <[kevin.mannion@advertiserperceptions.com](mailto:kevin.mannion@advertiserperceptions.com)>, Randy Cohen <[randy.cohen@advertiserperceptions.com](mailto:randy.cohen@advertiserperceptions.com)>, Barbara Leung <[barbara.leung@advertiserperceptions.com](mailto:barbara.leung@advertiserperceptions.com)>

Hi Ryan,

During the good discussion that accompanied Kevin's presentation of our synthesized analysis, there were several key topics that surfaced:

- Competitive factors, including Facebook’s challenges, Amazon’s rapid progress as a ‘must buy’, The Trade Desk’s momentum with marketers and Pandora’s rise as digital audio enters the home.
- Delve into vertical analyses to better understand specific sectors of strength and challenges for Google, Amazon and the competitive set.
- Broadly study how advertisers are funding their Amazon spend – whether it’s with the DSP, Search-like offerings on the commerce platform, or otherwise. It’s still early but the directional findings are worthy of attention.
- Explore scaled communication initiatives to improve coverage with advertisers and marketers

The full deck we presented on Tuesday is attached. As follow up, we will look into the DSP ratings broken out by Amazon’s endemic and non-endemic verticals. We will also work with Chris on the upcoming Omnibus questions and will look to arrange time with Sean Downey to share the results from the latest DSP research. Please let us know if there are any additional action items that have surfaced from the meeting.

Best,  
Dave

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**Dave Steinberger**  
*Vice President, Client Solutions*  
*Advertiser Perceptions*

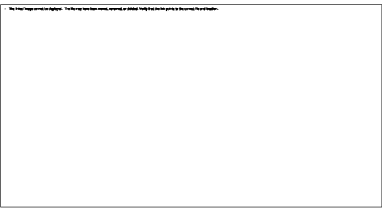
ph: 415-819-6071  
e: [Dave.Steinberger@AdvertiserPerceptions.com](mailto:Dave.Steinberger@AdvertiserPerceptions.com)

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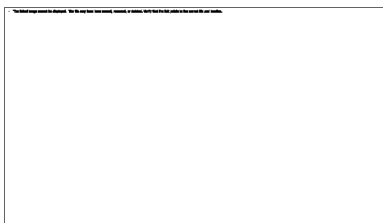
	<ul style="list-style-type: none"><li>• <b>Ryan Vauk</b></li><li>• <b>Director, Americas</b></li><li>• <b>GTM Operations</b></li><li>• <a href="mailto:ryanvauk@google.com">ryanvauk@google.com</a></li><li>• 973.342.4035</li><li>• <b>ABP:</b></li><li>• <a href="mailto:lstegman@google.com">lstegman@google.com</a></li></ul>
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Tara Walpert Levy | Vice President, Google | [taralevy@google.com](mailto:taralevy@google.com) | 9176968191

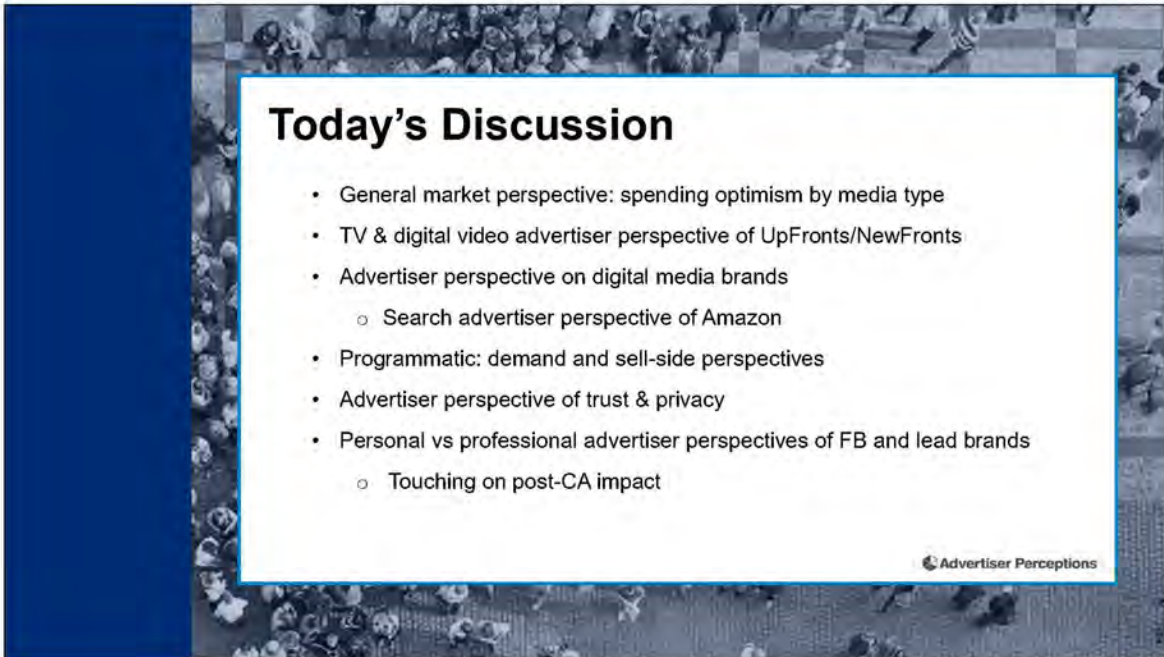
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Marta Martinez | Director, Agency Platforms | [martinezmarta@google.com](mailto:martinezmarta@google.com) | Google LLC



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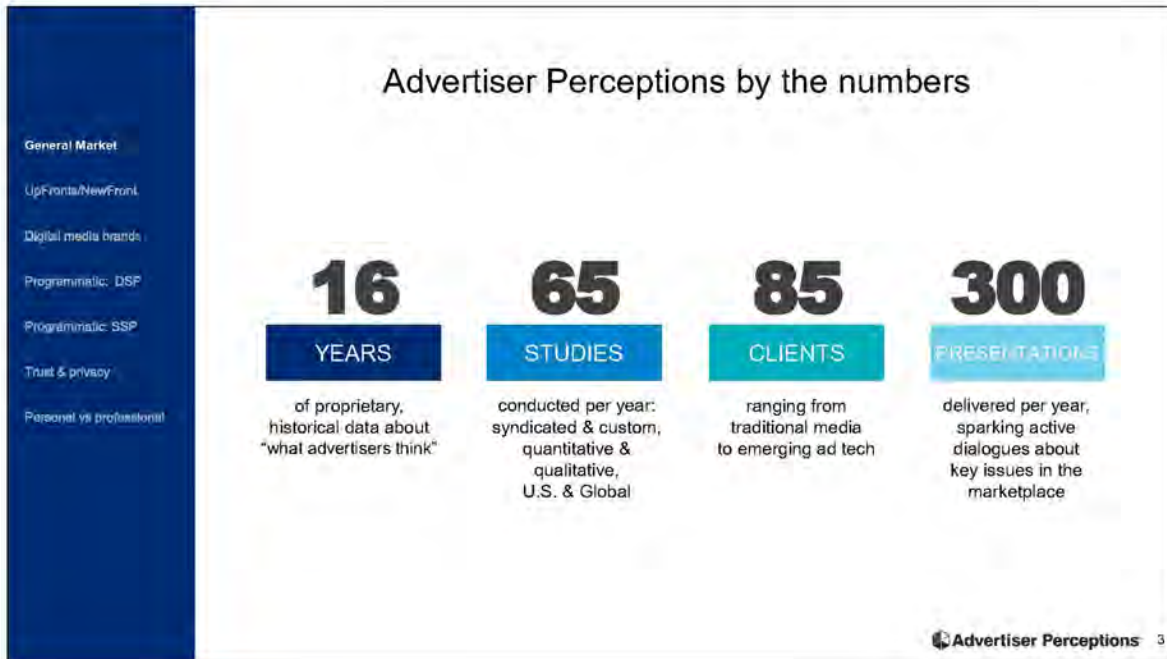




## Today's Discussion

- General market perspective: spending optimism by media type
- TV & digital video advertiser perspective of UpFronts/NewFronts
- Advertiser perspective on digital media brands
  - Search advertiser perspective of Amazon
- Programmatic: demand and sell-side perspectives
- Advertiser perspective of trust & privacy
- Personal vs professional advertiser perspectives of FB and lead brands
  - Touching on post-CA impact

Advertiser Perceptions



General Market

Upfront/Newfront

Digital media brands

Programmatic: DSP

Programmatic: SSP

Trust & privacy

Personnel & professionals

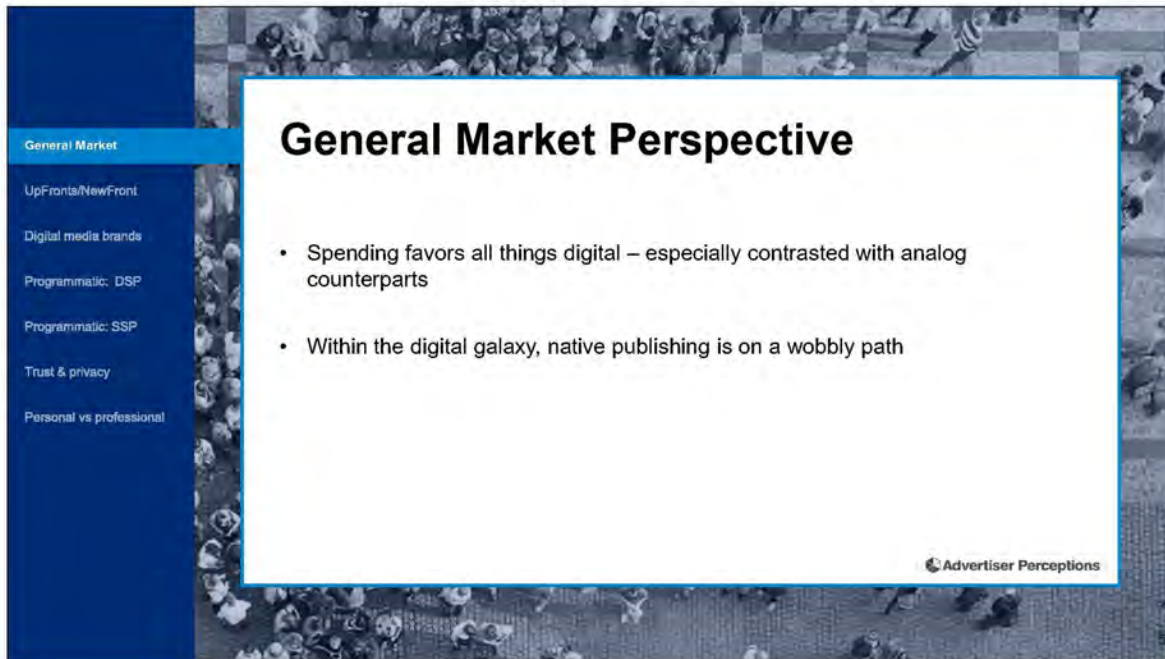
## Sources\* for reports informing our Google analysis

1. **Advertiser Intelligence Reports**
  - Fielded biannually, primary focus here: July 2018
  - 2000+ mid-level to large advertisers (agency/marketer)
2. **Upfront/Newfront Season Impact Report**
  - Fielded annually directly following Upfront/Newfront presentations, focus here: May/June 2018
  - 425 advertisers & marketers involved in spending decisions for TV/digital/mobile video
3. **Programmatic Intelligence Reports (DSP & SSP)**
  - Fielded biannually, primary focus here: July and August 2018
  - DSP Report: 400+ mid-level to large advertisers (agency/marketer)
  - SSP Report: 150+ publisher sales and operations professionals
4. **Omnibus**
  - Fielded every other month
  - ~300 mid-level to large advertisers (agency/marketer)

\*US-only

 Advertiser Perceptions 4



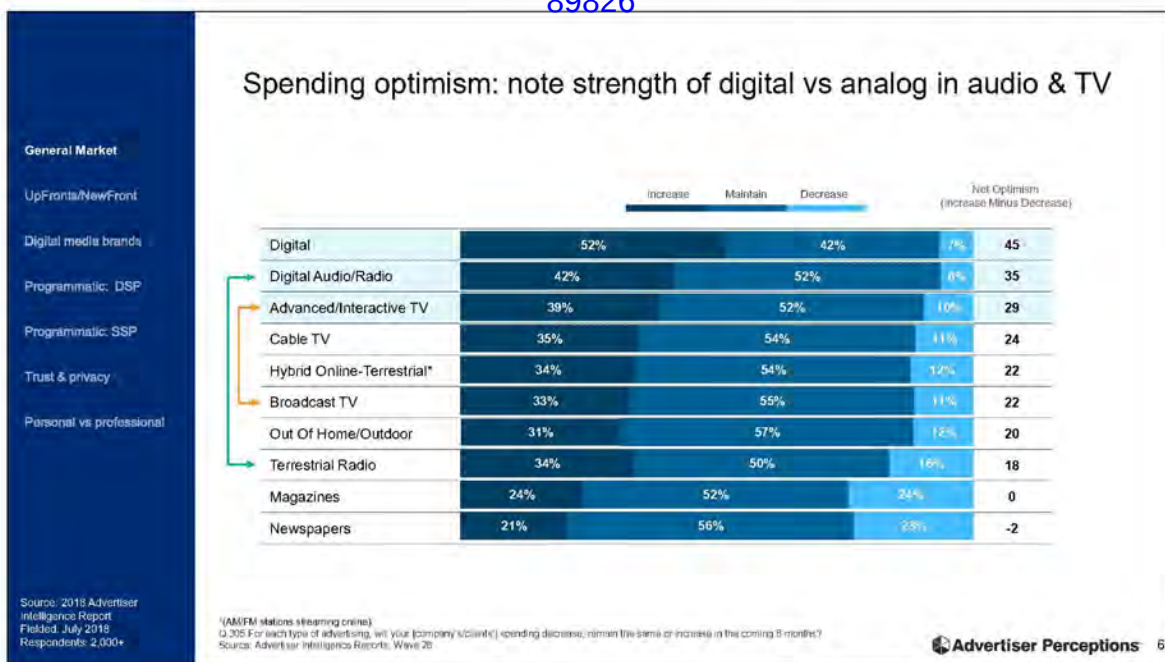


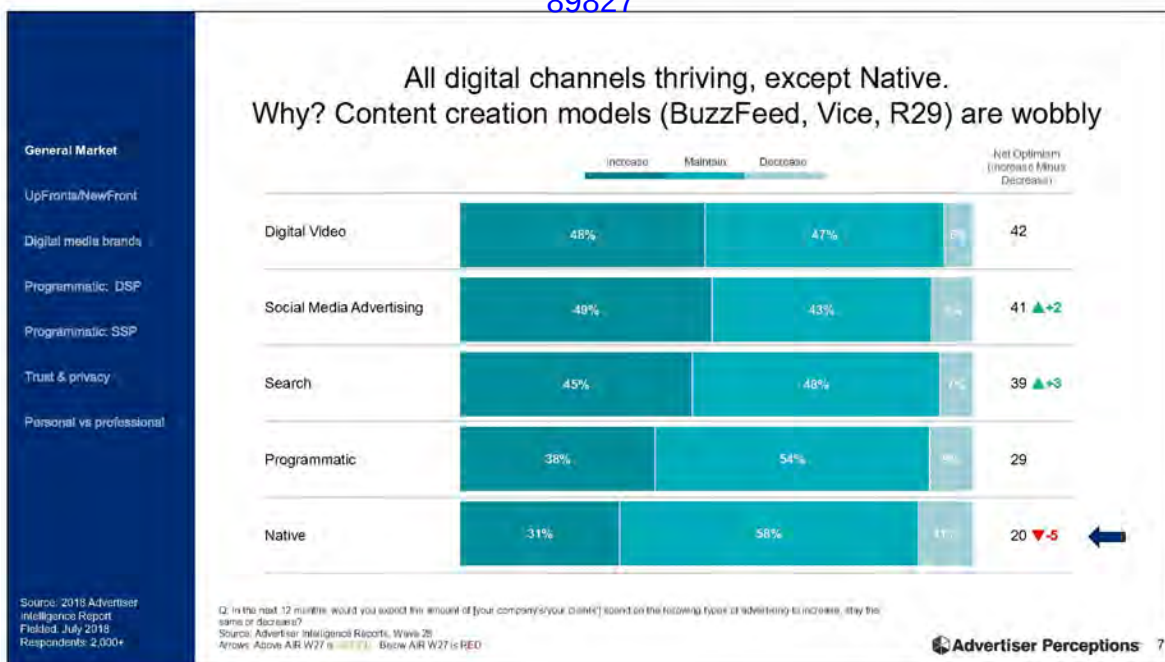
The slide features a blue sidebar on the left with the following menu items: General Market (highlighted), UpFronts/NewFront, Digital media brands, Programmatic: DSP, Programmatic: SSP, Trust & privacy, and Personal vs professional. The main content area has a white background with a blue border. The title 'General Market Perspective' is in bold black font. Below the title are two bullet points. The background of the slide is a grayscale image of a large crowd of people.

## General Market Perspective

- Spending favors all things digital – especially contrasted with analog counterparts
- Within the digital galaxy, native publishing is on a wobbly path

Advertiser Perceptions



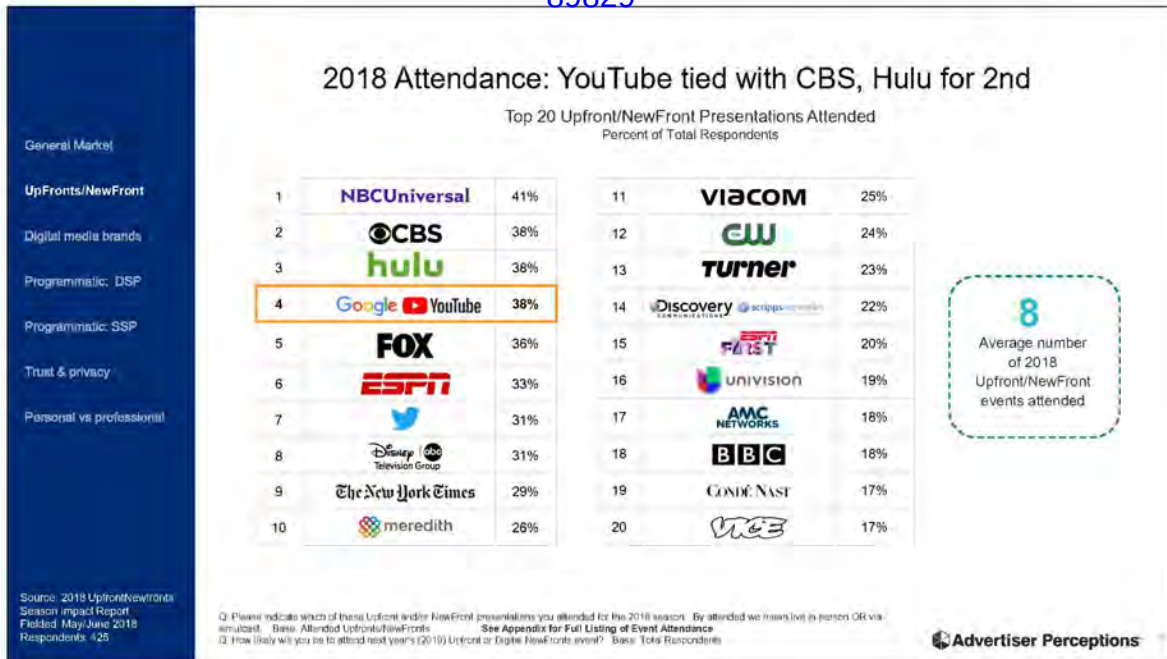


The slide features a blue sidebar on the left with the following menu items: General Market, UpFronts/NewFront (highlighted), Digital media brands, Programmatic: DSP, Programmatic: SSP, Trust & privacy, and Personal vs professional. The main content area has a white background with a blue border. The title is 'TV & digital video advertiser perspective of UpFronts/NewFronts'. Below the title is a bulleted list of three points. The background of the slide is a grayscale image of a large crowd of people.

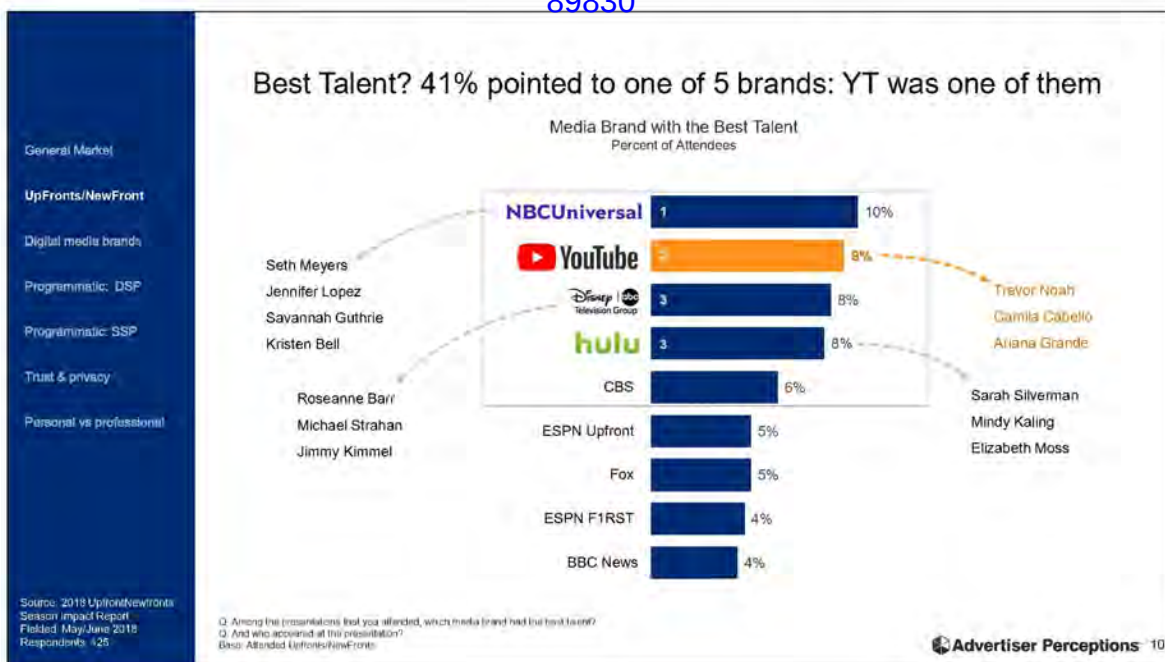
## TV & digital video advertiser perspective of UpFronts/NewFronts

- YouTube rated the most impactful NewFront or Upfront presentation. Period.
- And rated at or near the top of each category mattering most to attendees
- Most relevant: YouTube among the top brands in convincing advertisers to spend more

Advertiser Perceptions

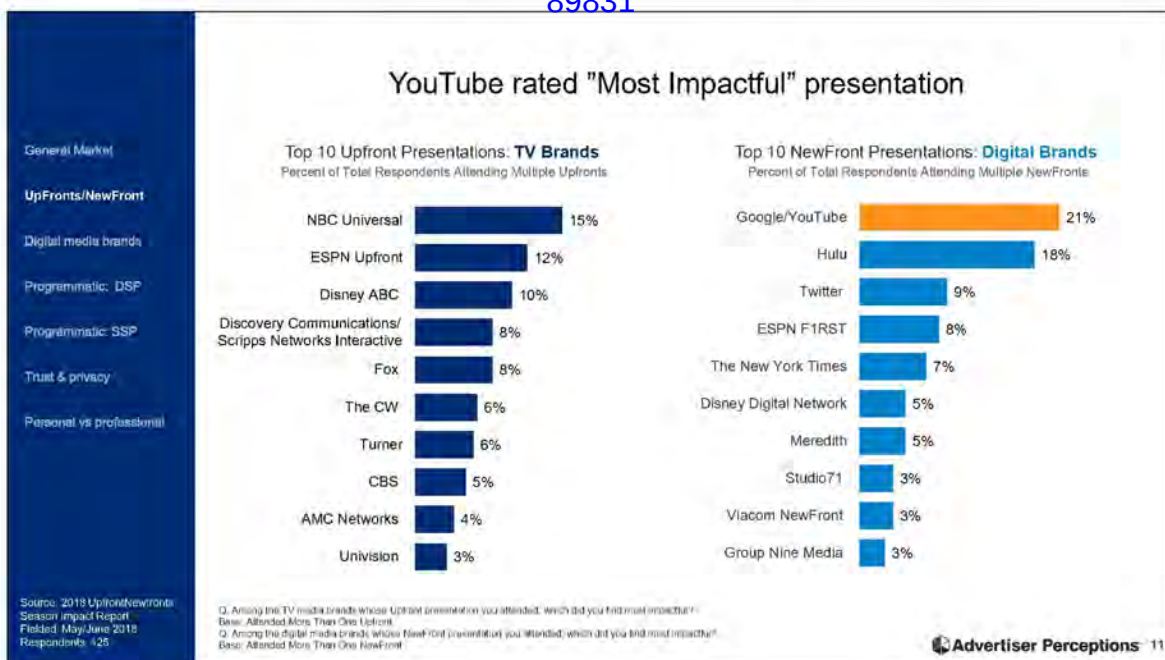


Q1, Q30



Q16a1, Q16a2





Q3b1/Q3c1

General Market

UpFronts/NewFront

Digital media brands

Programmatic: DSP

Programmatic: SSP

Trust & privacy

Personal vs professional

Source: 2018 Upfront/Newfronts Season Impact Report  
Fielded: May-June 2018  
Respondents: 425

In their own words: TV-quality programming, uniquely valuable, polished presentation

“

Google YouTube

*Google/YouTube is reinventing itself with a huge shift from mobile screens to TV screens featuring high quality, premium content. This is a huge breakthrough that the other brands are not able to do yet.*  
- Agency Consultant

*What they offered at that presentation was very modern and different from other presentations delivered during the conference.*  
- Advertiser, VP

*Had the best overall analysis & speakers that showed why they are the best at what they do.*  
- Advertiser, Director

*The presentation was informative, easy to follow, and contained an abundance of useful information.*  
- Agency, Supervisor

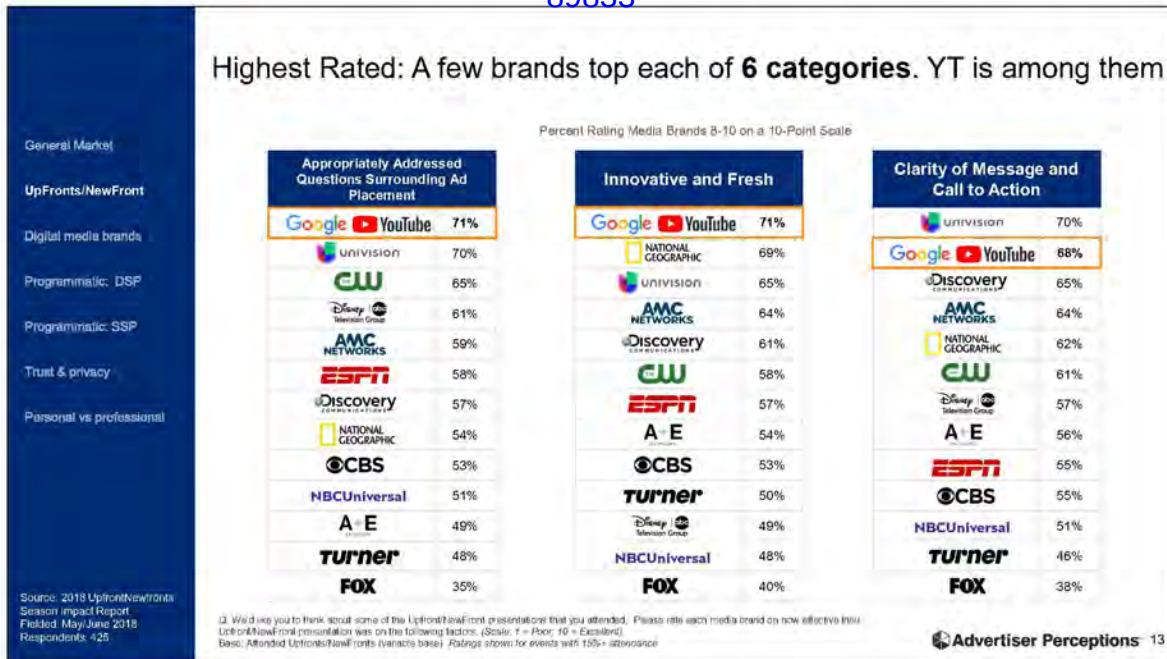
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Q: What was the best thing they did that others did not do or did not do as well?  
Base: Most Impactful Upfront Presentation

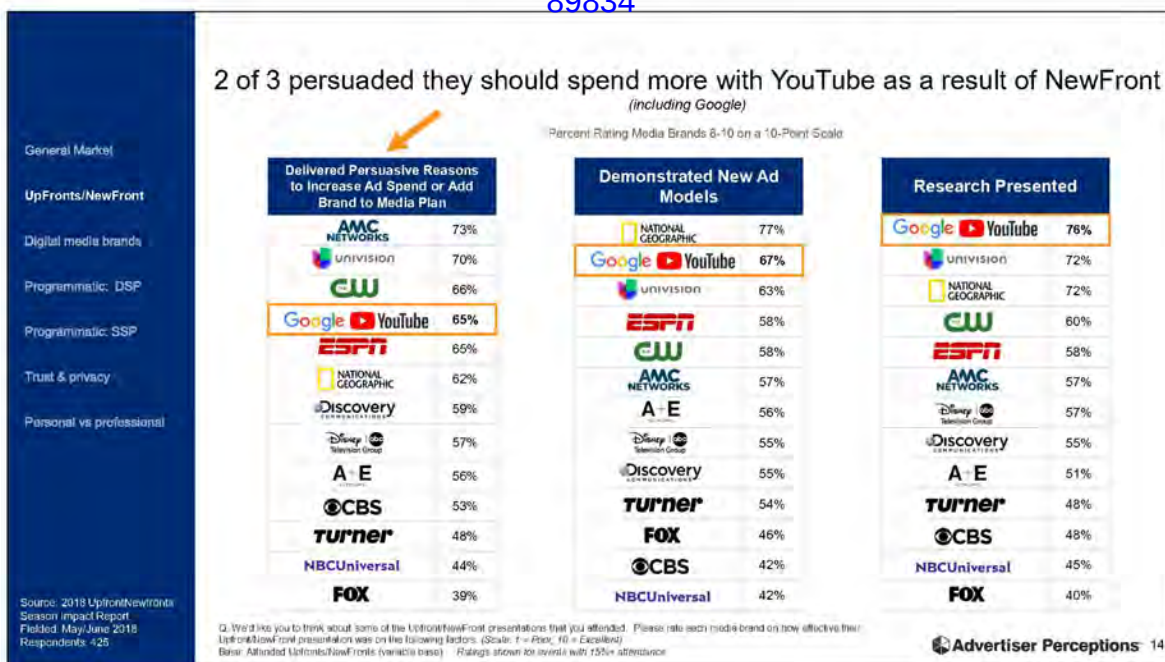
Advertiser Perceptions 12

Q3c2

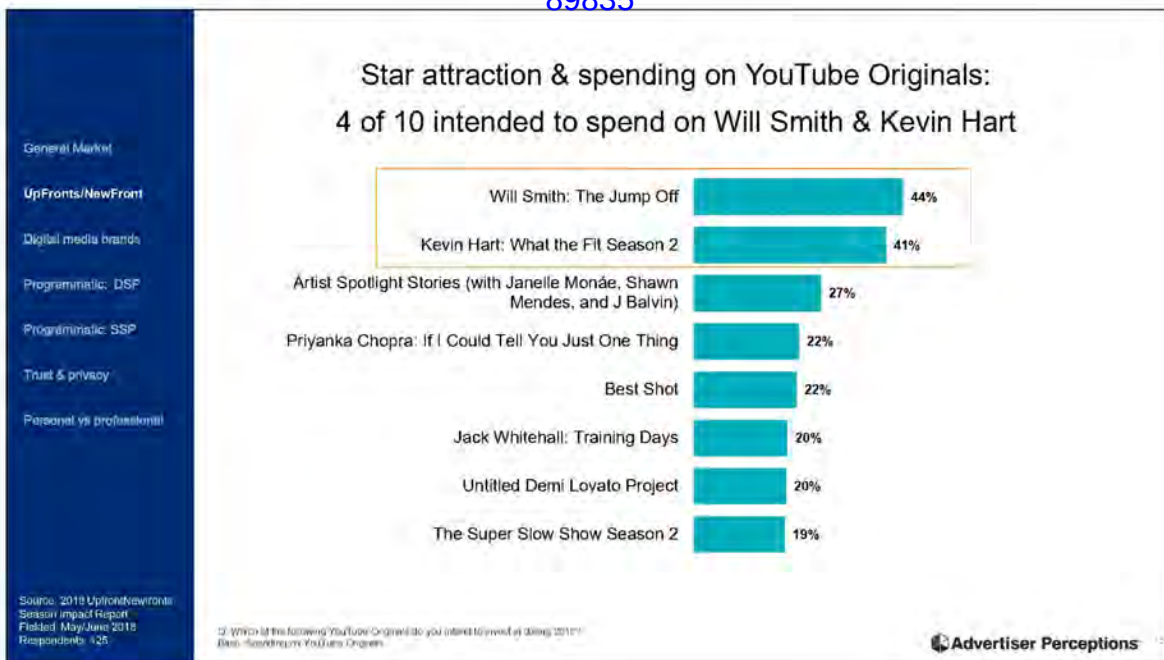




Q8



Q8



QYT4

The slide features a blue sidebar on the left with the following menu items: General Market, UpFronts/NewFront, Digital media brands (highlighted), Programmatic: DSP, Programmatic: SSP, Trust & privacy, and Personal vs professional. The main content area has a white background with a blue border. The title 'Advertiser Perspective on Digital Media Brands' is in bold black text. Below the title is a bulleted list of points. The background of the slide is a grayscale image of a large crowd of people.

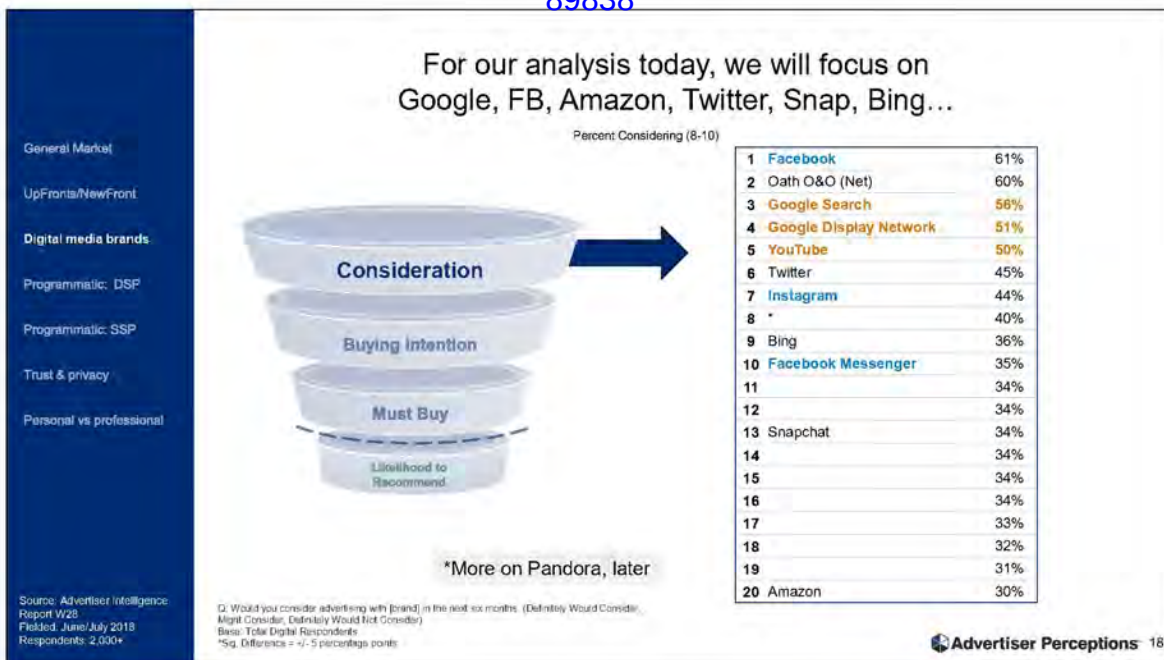
## Advertiser Perspective on Digital Media Brands

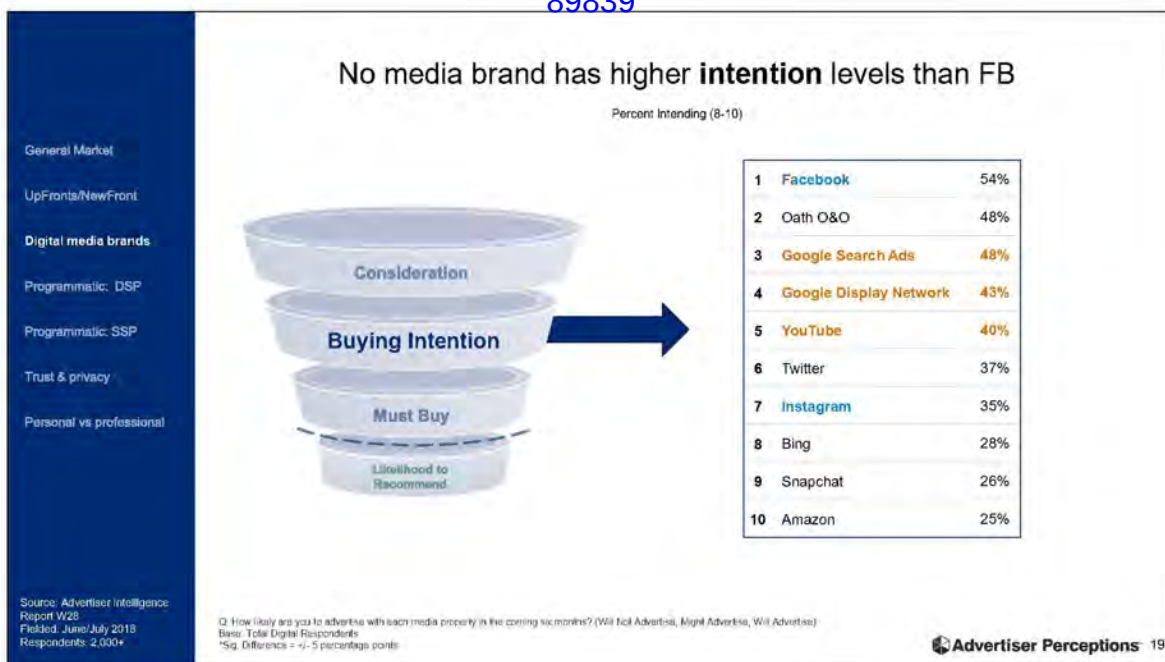
- FB is less solid, Instagram is a safe harbor: Post-CA impact?
- “Audience story” perceptions favored FB: Google, Amazon surge ahead
- Amazon: gaining as must buy . . .
  - . . .and appear to be taking dollars allocated to Google Ads
- Should Pandora be on Google’s radar screen as a rising competitor?
  - Solid in all the right places—except as “Must Buy”
  - Will Pandora soar as Google, Apple, Amazon digital assistants rocket?
  - And of course Pandora now has Sirius backing

Advertiser Perceptions





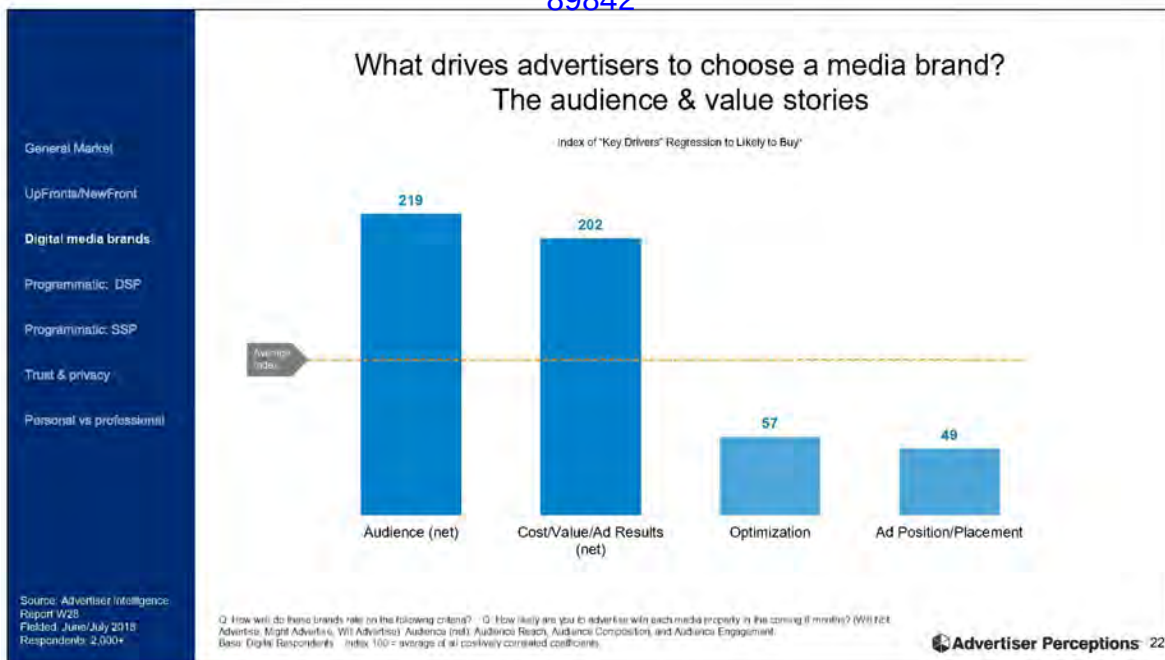


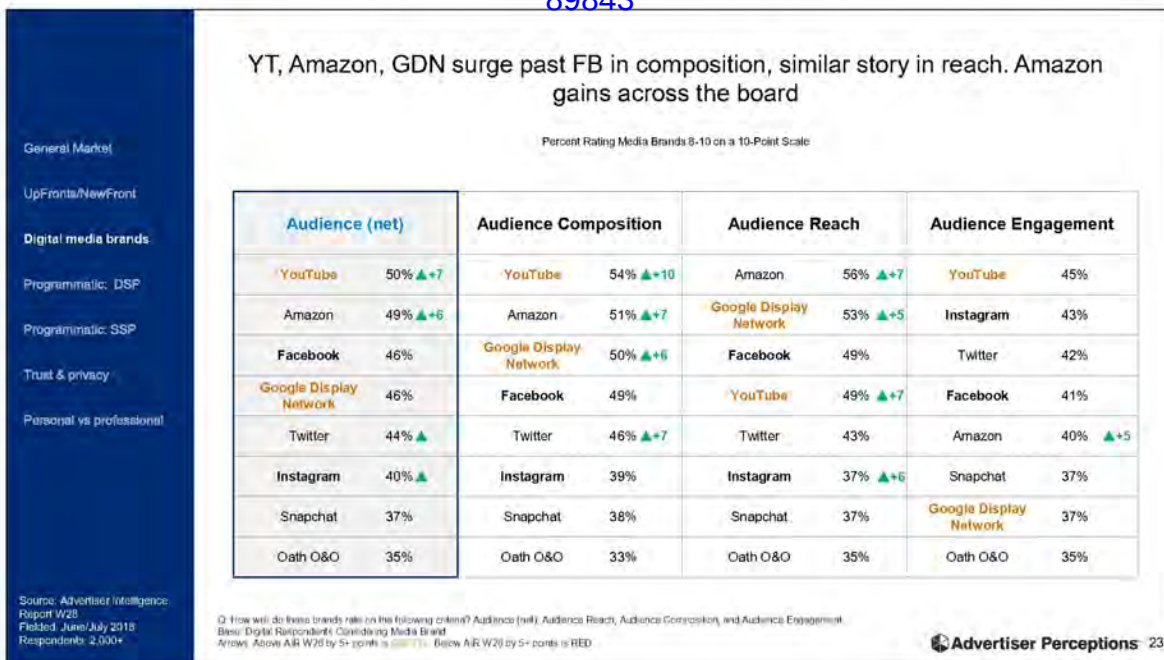


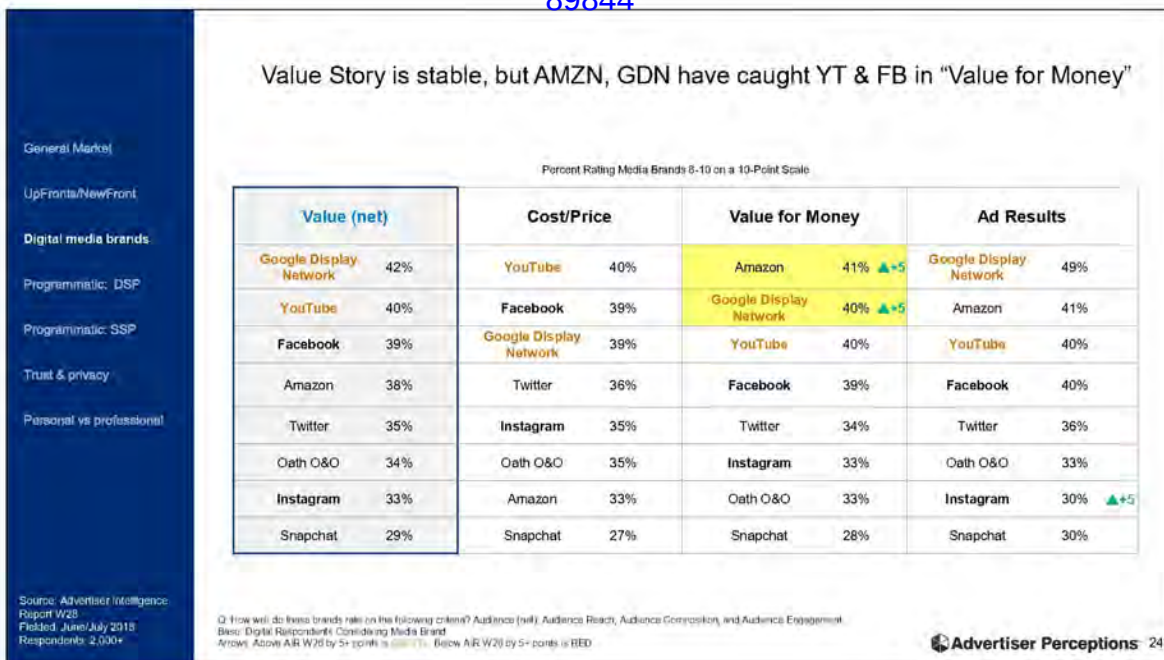












General Market

UpFronts/NewFront

Digital media brands

Programmatic: DSP

Programmatic: SSP

Trust & privacy

Personal vs. professional

Source: Advertiser Intelligence  
Report W20  
Fielded: June/July 2018  
Respondents: 2,000+

### The AIR Score: Metric synthesizing critical buying & perception data

1. Buying intention
2. Must buy
3. Must buy & increasing spend
4. Must buy & decreasing spend
5. Audience Story
6. Value Story

Advertiser Perceptions 25

09040

## Google and FB brands dominate top 5 positions in total AIR Score

General Market	AIR Score Rank	Top 18 in Buying Intention	SI	Must Buy	Must Buy increasing Spend	Must Buy Decreasing Spend	Audience** (net)	Value** (net)	AIR SCORE
UpFronts/NewFront	1	Google Search Ads							.522
	2	Facebook							.474
	3	Google Display Network							.454
Digital media brands	4	YouTube							.452
Programmatic: DSP	6	Instagram							.387
	5	Twitter							.390
	7	Amazon							.381
Programmatic: SSP	8	Hulu							.353
	9	Facebook Messenger							.344
	10	ESPN							.325
Trust & privacy	11	Oath O&O							.324
	12	Pandora							.322
	13	Bing							.311
Personal vs professional	14	LinkedIn							.309
	15	Snapchat							.294
	16	Pinterest							.290
	17	Microsoft Display							.279
	18	Yahoo! Search							.274
		TOTAL POSSIBLE SCORE							1.000

\*Search: vol of conversions \*\*Search: ROI

Source: Advertiser Intelligence  
Report W2B  
Fielded June/July 2018  
Respondents: 2,000+

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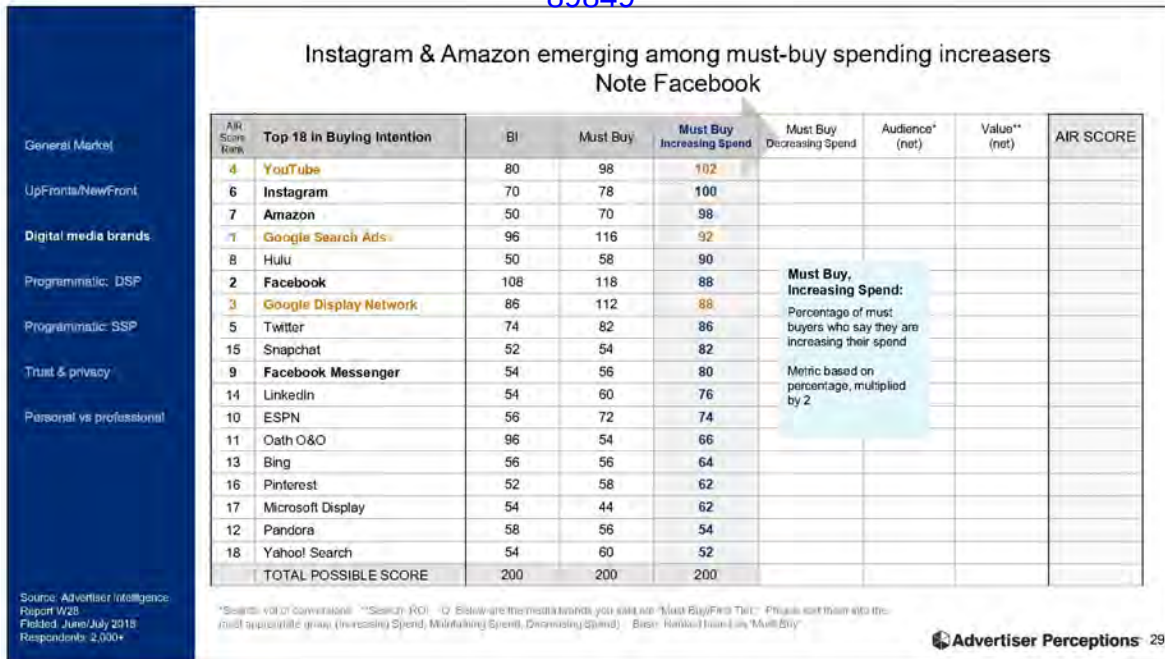
Note: the numbers in the chart are weighted (BI, Must Buy, Must Buy Increase, Must Buy Decrease, 2X) (Audience Net, 1.7X) (Value Net, 1.3X)





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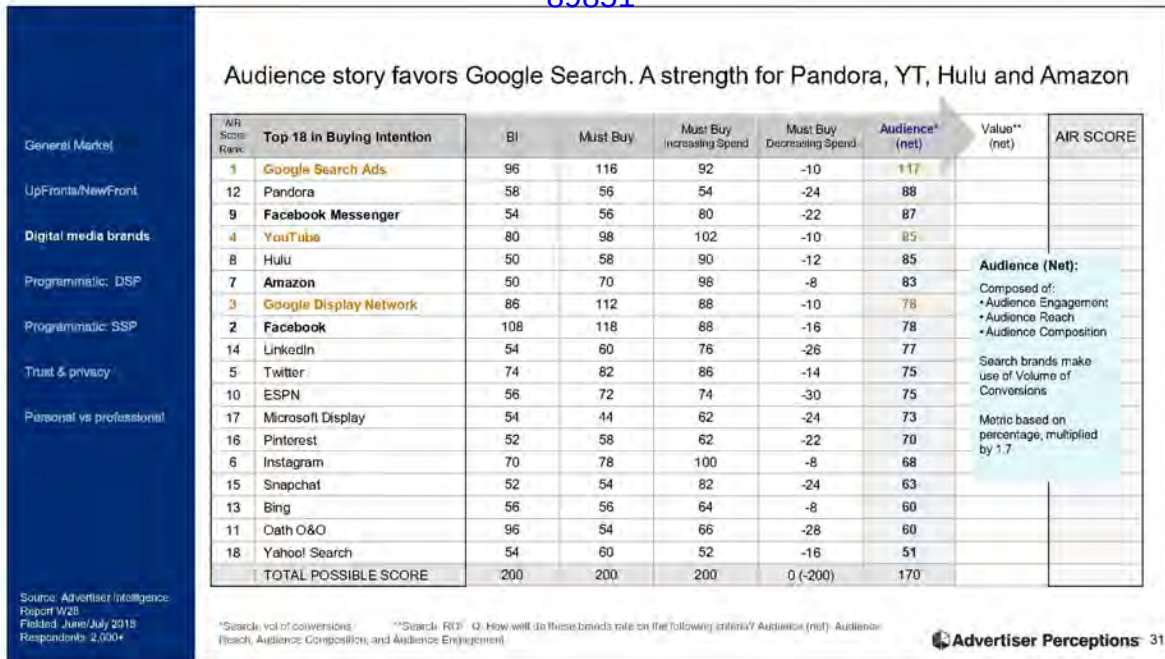




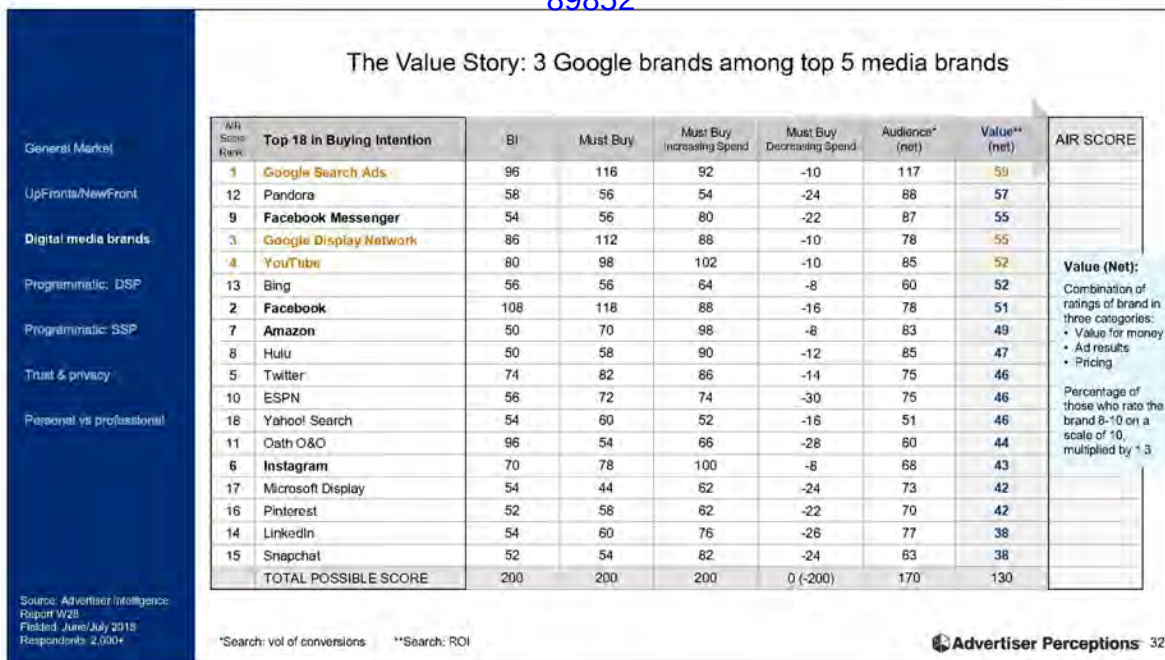
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		Total AIR Score: Google & FB brands in top 5 positions						<b>AIR Score:</b> Calculation of sum of weighted ratings divided by the highest possible score (600)	
General Market  UpFronts/NewFront  Digital media brands  Programmatic: DSP  Programmatic: SSP  Trust & privacy  Personal vs professional	AIR Score Rank	Top 18 in Buying Intention	BI	Must Buy	Must Buy Increasing Spend	Must Buy Decreasing Spend	Audience* (net)	Value** (net)	AIR SCORE
	1	Google Search Ads	95	116	92	-10	117	59	.322
	2	Facebook	108	118	88	-16	78	51	.474
	3	Google Display Network	86	112	88	-10	78	55	.454
	4	YouTube	90	98	102	-10	85	52	.452
	6	Instagram	74	82	86	-14	75	46	.387
	5	Twitter	70	78	100	-8	68	43	.390
	7	Amazon	50	70	98	-8	83	49	.381
	8	Hulu	50	58	90	-12	85	47	.353
	9	Facebook Messenger	54	56	80	-22	87	55	.344
	10	ESPN	58	56	54	-24	88	57	.325
	11	Oath O&O	56	72	74	-30	75	46	.324
	12	Pandora	96	54	66	-28	60	44	.322
	13	Bing	56	56	64	-8	60	52	.311
	14	LinkedIn	54	60	76	-26	77	38	.309
	15	Snapchat	52	58	62	-22	70	42	.294
	16	Pinterest	52	54	82	-24	63	38	.290
	17	Microsoft Display	54	44	62	-24	73	42	.279
	18	Yahoo! Search	54	60	52	-16	51	46	.274
		TOTAL POSSIBLE SCORE	200	200	200	0 (-200)	170	130	1.000
Source: Advertiser Intelligence Report W2B Fielded June/July 2018 Respondents: 2,000+		*Search: vol of conversions		**Search: ROI		Advertiser Perceptions 33			

Note: the numbers in the chart are weighted (BI, Must Buy, Must Buy Increase, Must Buy Decrease, 2X) (Audience Net, 1.7X) (Value Net, 1.3X)





Note: the numbers in the chart are weighted (BI, Must Buy, Must Buy Increase, Must Buy Decrease, 2X) (Audience Net, 1.7X) (Value Net, 1.3X)

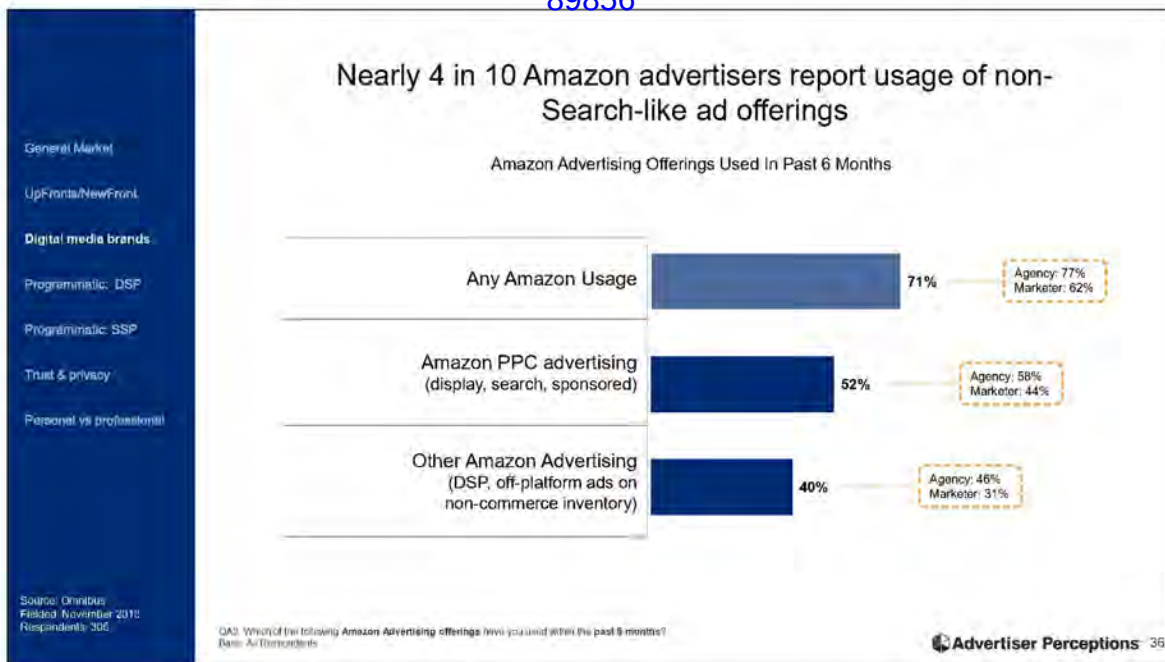
The slide features a blue sidebar on the left with the following menu items: General Market, UpFronts/NewFront, Digital media brands (highlighted), Programmatic: DSP, Programmatic: SSP, Trust & privacy, and Personal vs professional. The main content area has a white background with a blue border. The title 'Amazon snapshot: search, display, programmatic' is in bold black text. Below the title is a bulleted list of points. The background of the slide is a grayscale image of a large crowd of people.

## Amazon snapshot: search, display, programmatic

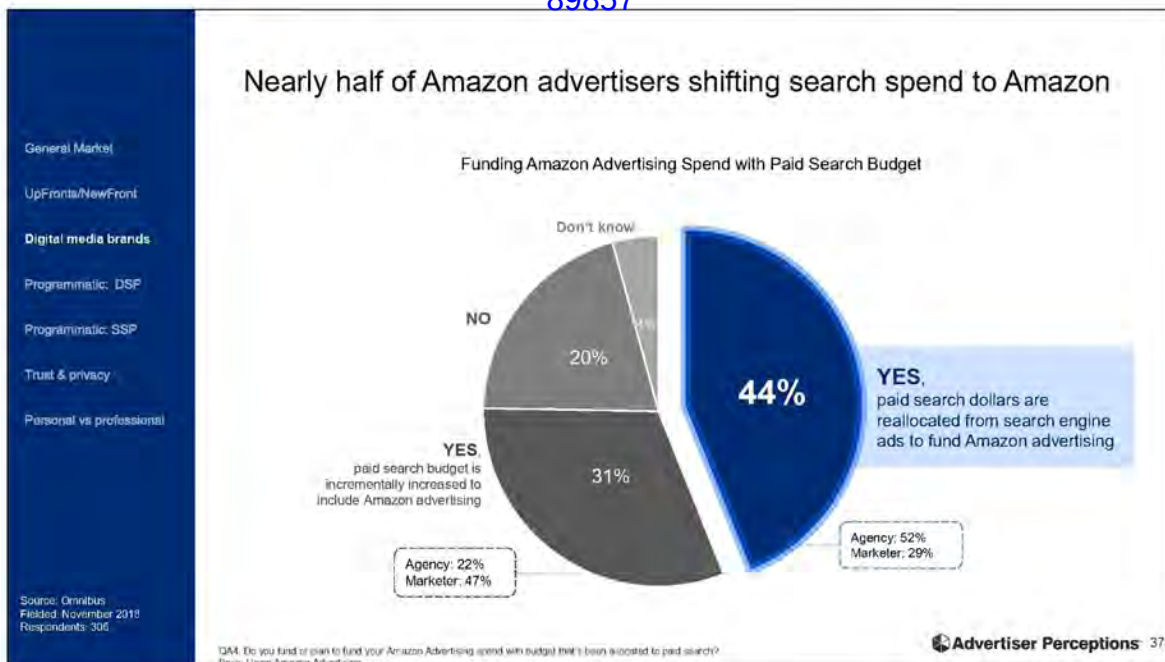
- Overall: Amazon continues to gain ground vs. Google in key selection driver ratings
- Search: Our first view of Amazon advertisers on impact to search spending
  - The "Amazon Effect" seems real and a direct hit on search allocation
  - ... And disproportionately adversely impacting Google Ads
- Programmatic: Amazon Advertising DSP gaining in embrace at senior marketer levels
  - AMZN high levels coverage and communications a significant factor

Advertiser Perceptions





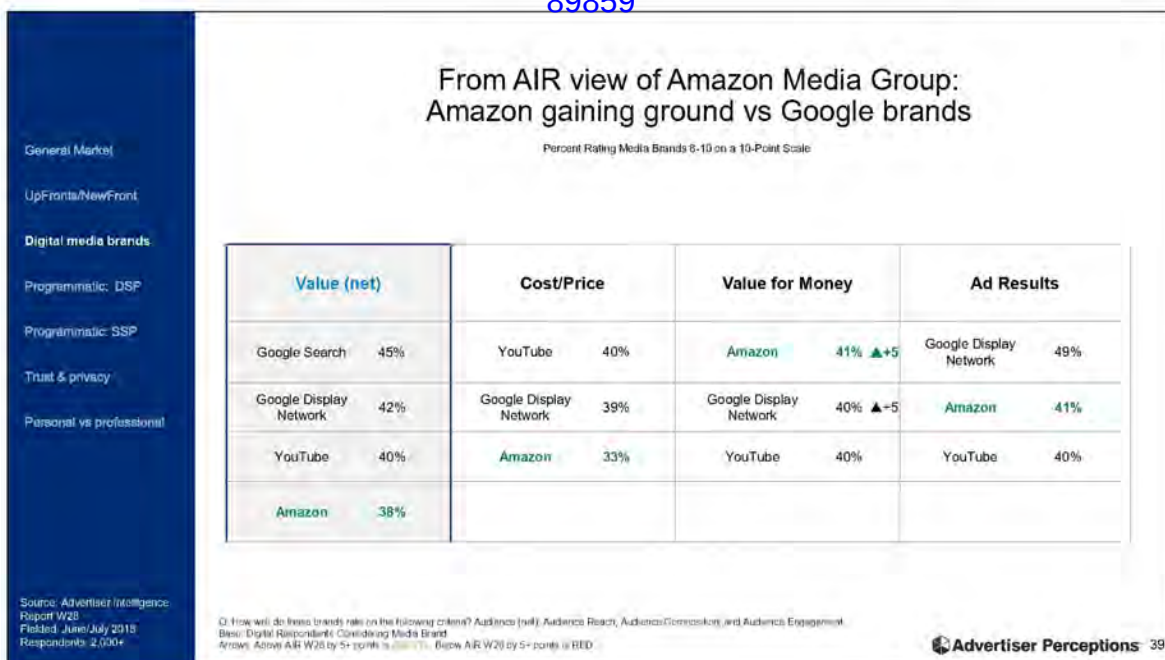
INTERNAL FOR TEAM SAPPHIRE  
QA3



INTERNAL FOR TEAM SAPPHIRE  
QA4



INTERNAL FOR TEAM SAPPHIRE  
QA5

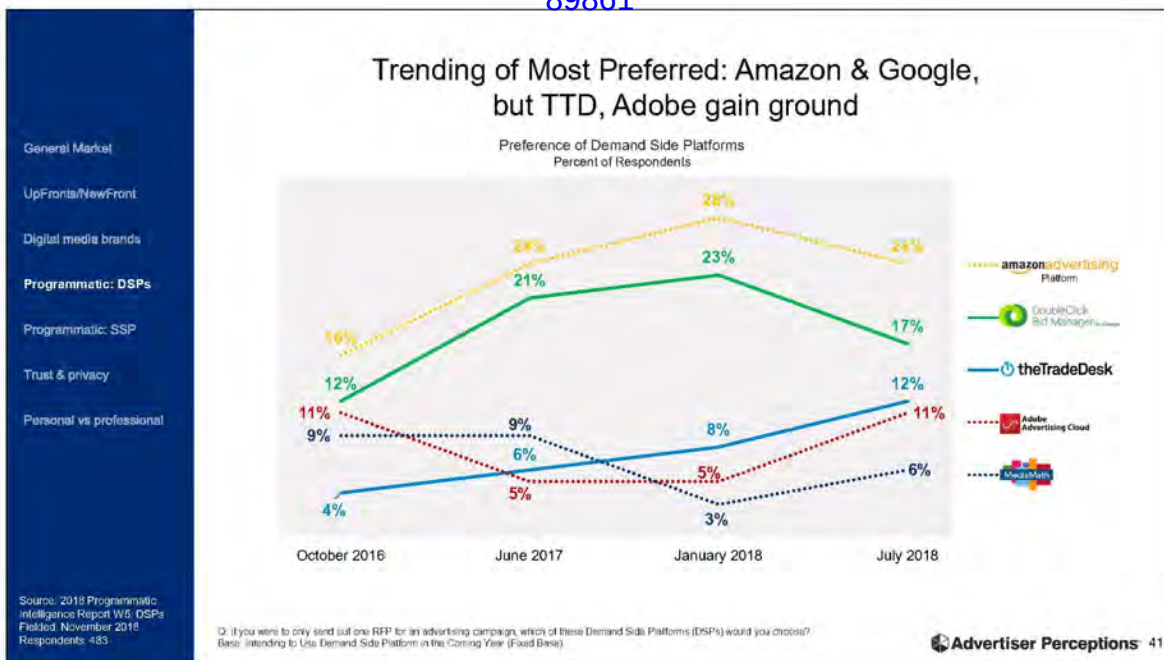


The slide features a blue sidebar on the left with the following menu items: General Market, UpFronts/NewFront, Digital media brands, Programmatic: DSPs (highlighted), Programmatic: SSP, Trust & privacy, and Personal vs professional. The main content area has a white background with a blue border. The title 'Programmatic demand-side perspective' is in bold black text. Below the title is a bulleted list of three points. The background of the slide is a grayscale image of a large crowd of people.

## Programmatic demand-side perspective

- DBM (fielded before the rebrand) still leading in all the key tech categories,
  - . . . Amazon mind share remains as strong as Google's
- Rise of The Trade Desk, especially with marketers, where they had been purposefully playing in the background. That has changed.
- Adobe, post-TubeMogul ingestion, is gaining

Advertiser Perceptions



Q226

General Market

Upfront/NewFront

Digital media brand

Programmatic: DSPs

Programmatic: SSP

Trust & privacy

Financial & professional

## Thoughts on Amazon and The Trade Desk

### Why is Amazon perceived as a leader?

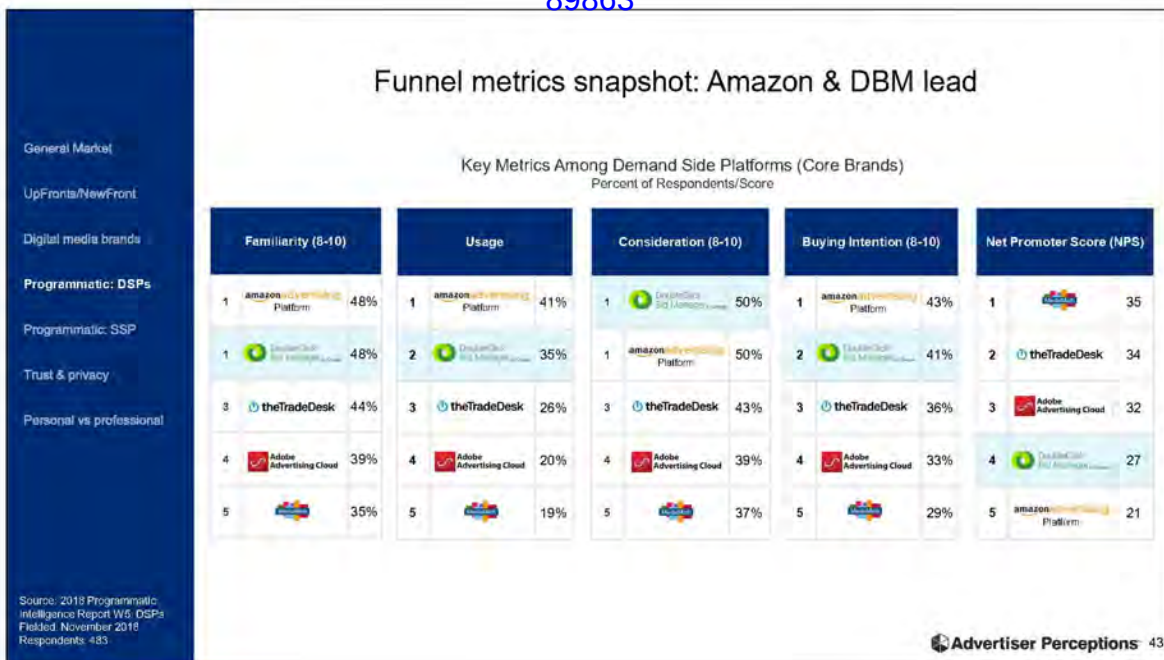
- Google wins in technology & analytics ratings,
  - but Amazon has marketer—especially senior marketer strength
- Strengths in numbers: significantly ahead of Google in coverage and communication
- Amazon leads Google in VP+ title stated usage of DSPs (43% to 27% past usage)

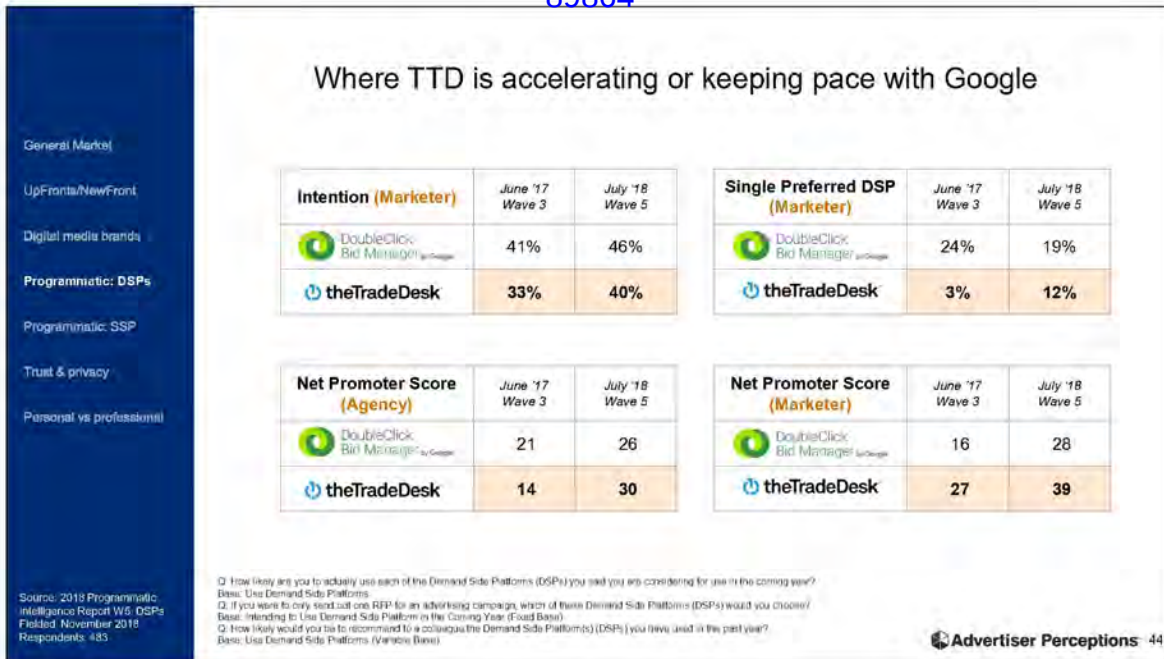
### Why is TTD accelerating?

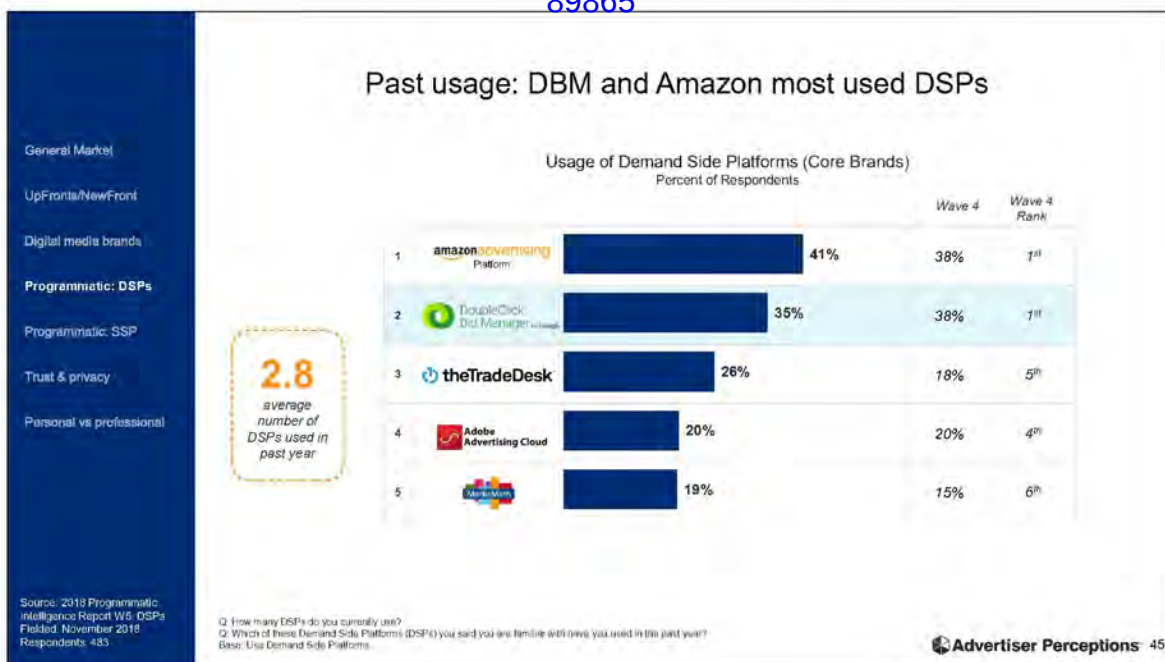
- They were almost entirely agency focused -- agency advocates
- Biggest shifts in July study are with marketers—coverage, attention, embrace of TTD story:
  - UX ease of use, high-touch service model, training

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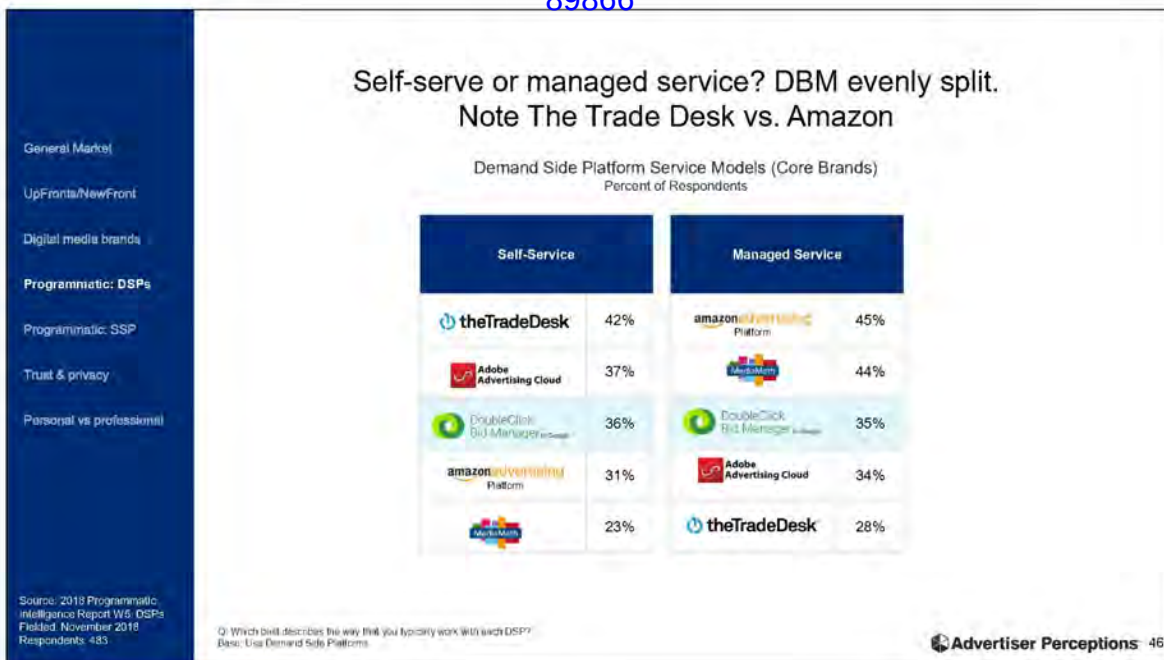




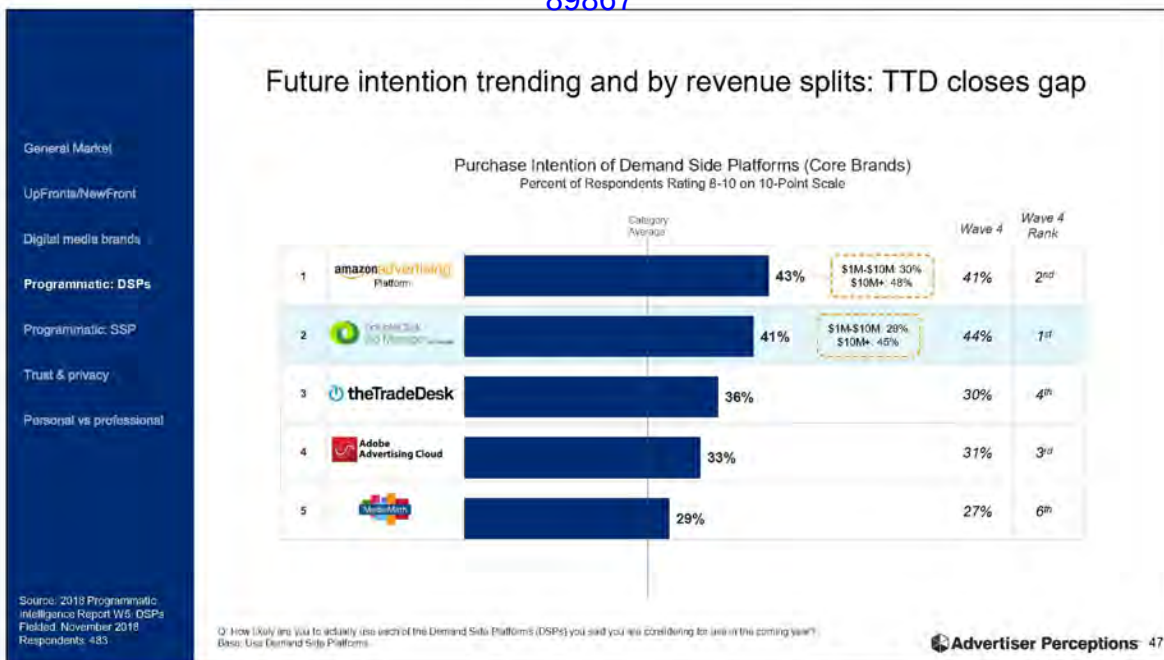




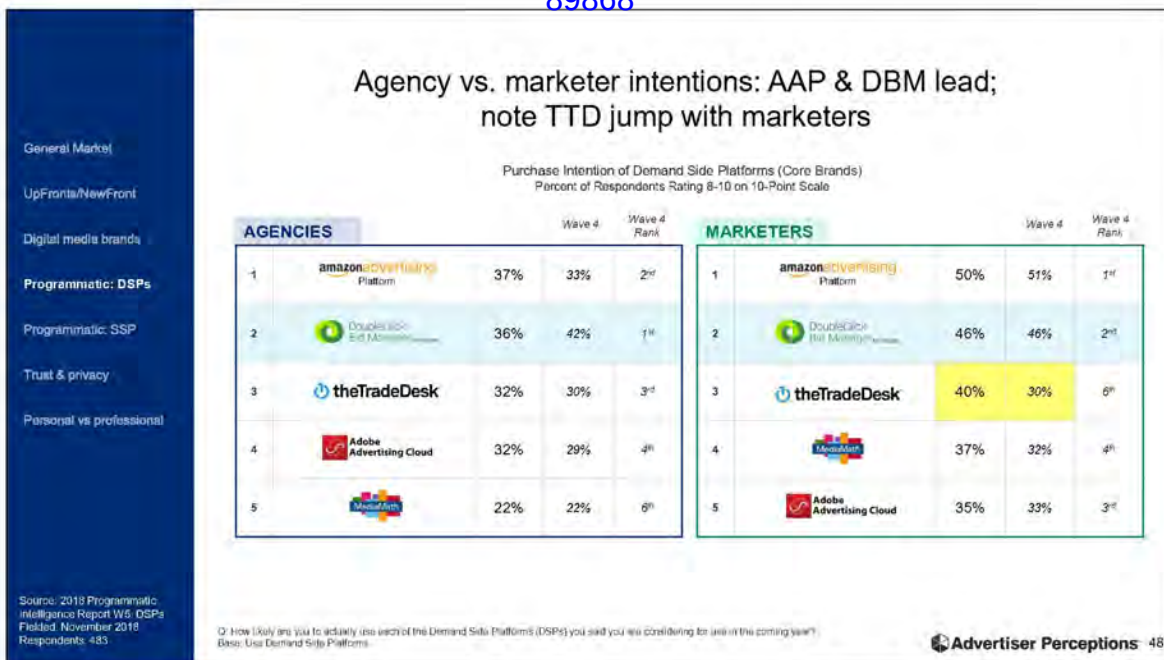
Q206, Q215

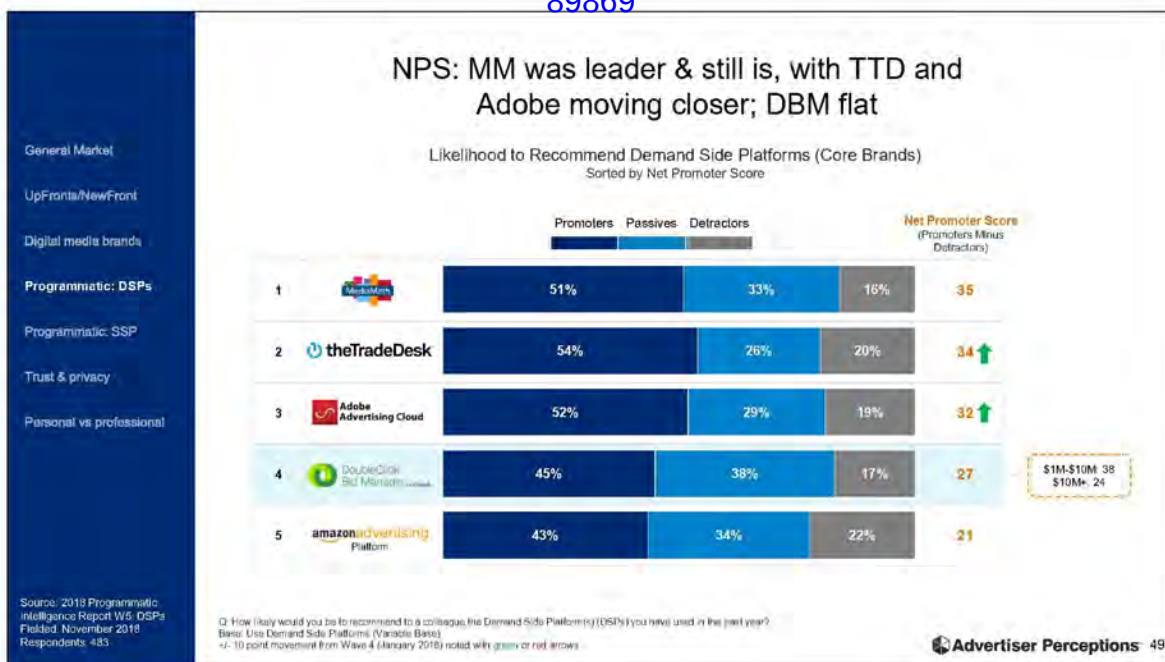


Q216 NEW



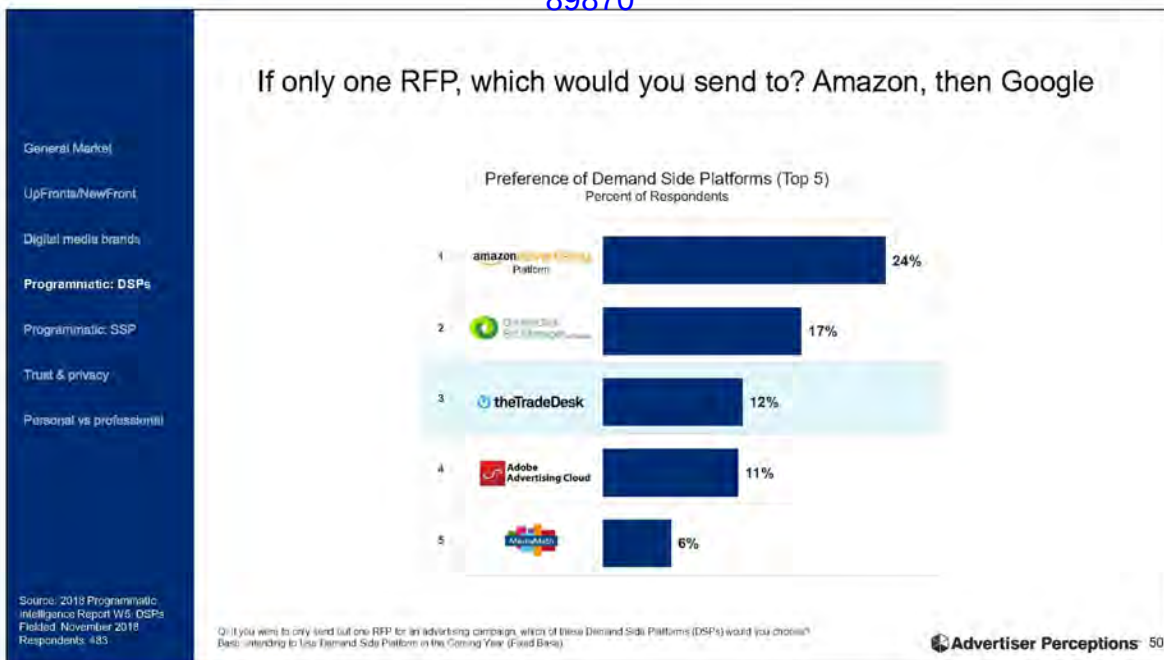
Q225





Q230

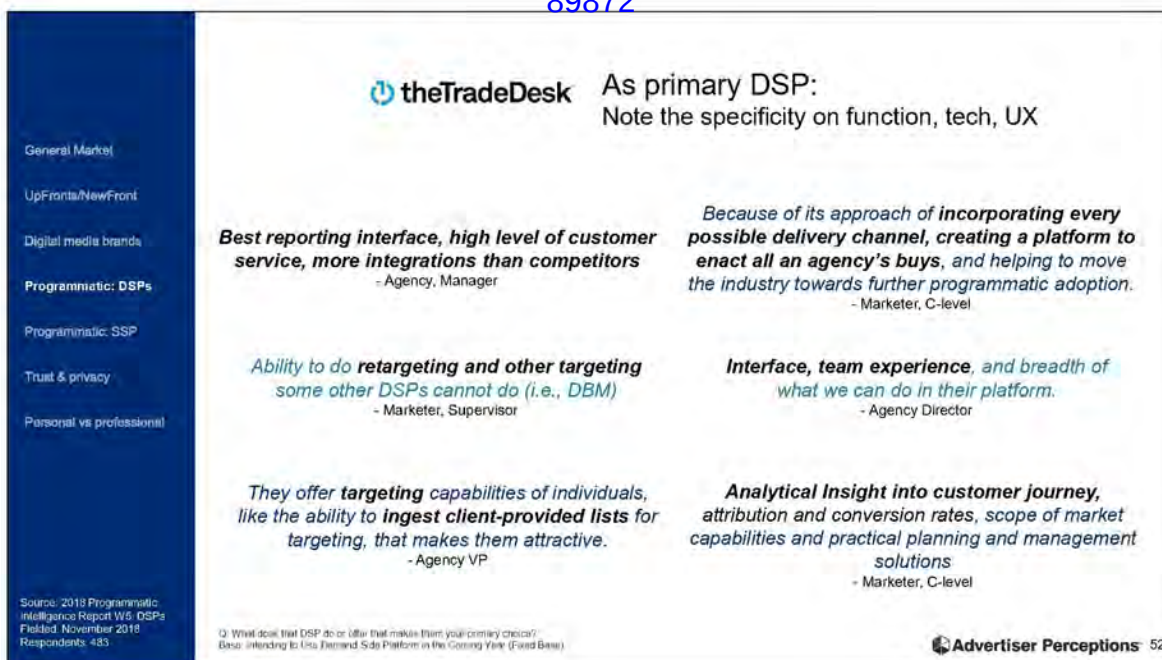




Q226



Q226a



Q226a



Q226a

General Market

UpFronts/NewFront

Digital media brands

**Programmatic: DSPs**

Programmatic: SSP

Trust & privacy

Personal vs professional

## Determining drivers influencing plans to use DSPs

**TECH CRITERIA:**

5. Audience scale or reach
6. Audience targeting capabilities
10. Proven track record and a solid industry reputation

**ANALYTICS AND INSIGHTS CRITERIA:**

1. Ability to export data to analytics platform of your choice

**ACCOUNT MANAGEMENT / CLIENT RELATIONSHIP CRITERIA:**

1. Technology expertise, vision, and clearly articulated roadmap
4. Customer service, responsiveness, and support

Q: How likely are you to actively use each of the Demand Side Platforms (DSPs) you said you are considering for use in the coming year?

Base: Total Respondents Q: How would you rate each Demand Side Platform (DSP) on the following criteria?

Q: Based on your own experience, please rate each Demand Side Platform (DSP) on the research and insights they provide.

Q: Based on your own experience, please rate each Demand Side Platform (DSP) based on the following account management and client relationship capabilities/characteristics. Base: Considering Demand Side Platform in the Coming Year (Variable Base)

Regression Analysis is a statistical method designed to derive the relationship between characteristics and/or behaviors. Advertiser Perceptions utilizes regression analysis to show relationships between selection criteria and their influence on plans to buy. The analysis determines which criteria have the greatest impact on achieving the desired results.

Source: 2018 Programmatic Intelligence Report W6: DSPs  
Fielded November 2018  
Respondents: 483

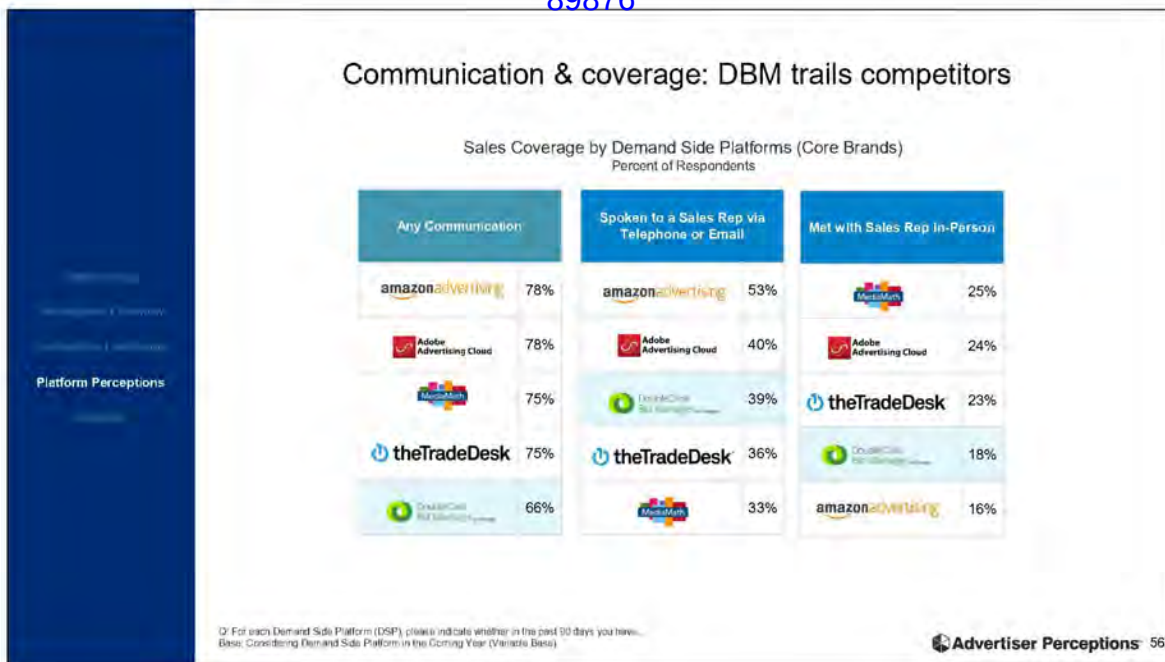
**Advertiser Perceptions** 54

Q235, Q240, Q245



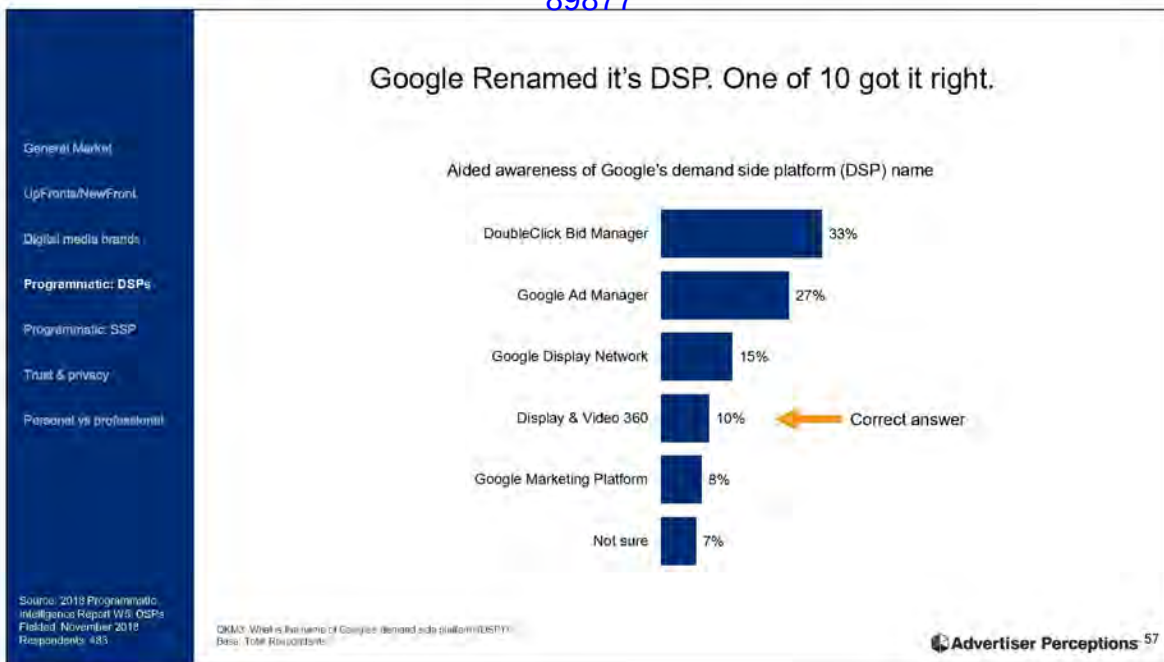
Q235





Q250





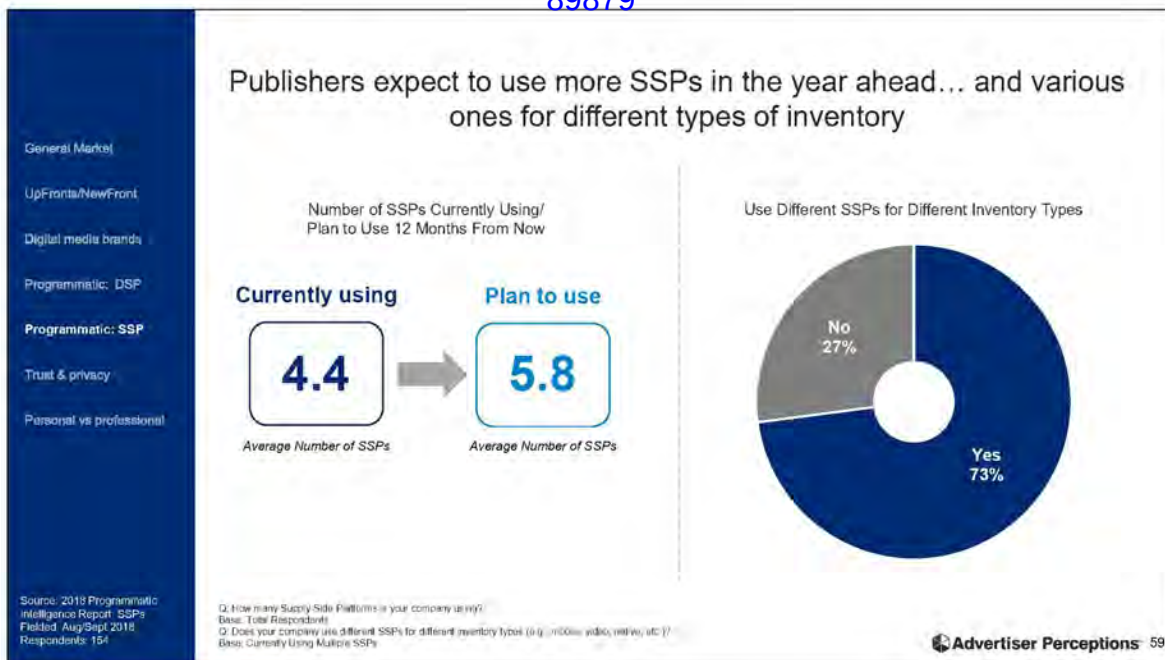
INTERNAL - KEVIN  
QKM3

The slide features a blue sidebar on the left with the following menu items: General Market, UpFronts/NewFront, Digital media brands, Programmatic: DSP, Programmatic: SSP (highlighted), Trust & privacy, and Personal vs professional. The main content area has a white background with a blue border. The title '2018 Programmatic Intelligence Report: SSPs' is in bold black text. Below the title is a bulleted list of findings. The Advertiser Perceptions logo is in the bottom right corner of the content area. The background of the slide is a grayscale image of a large crowd of people.

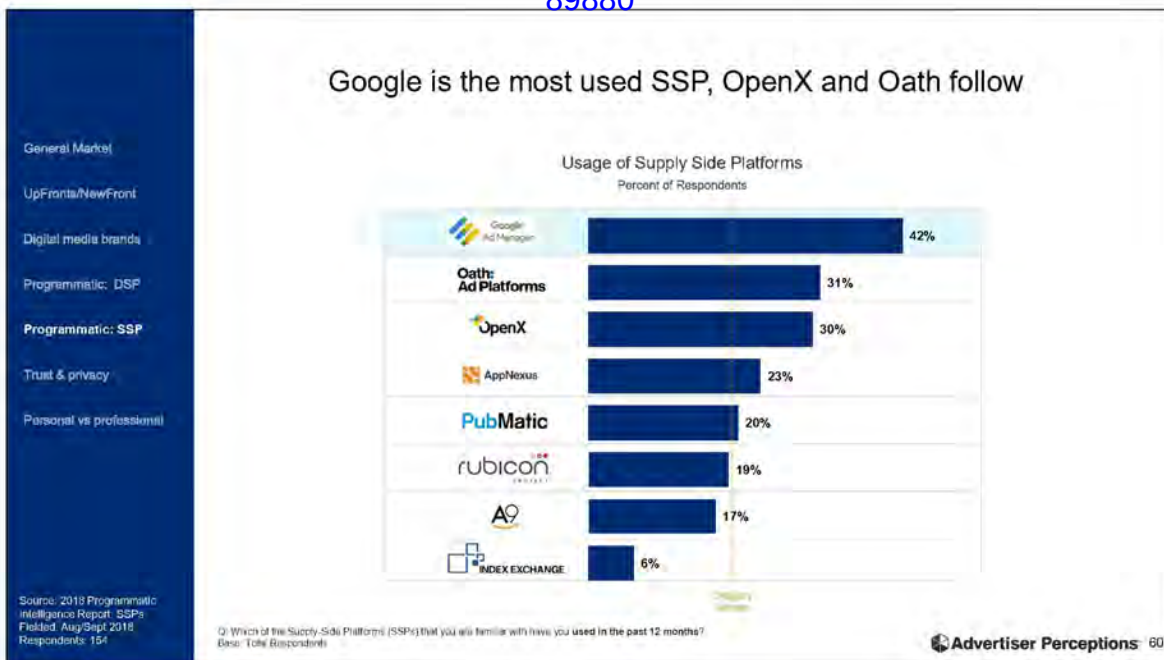
## 2018 Programmatic Intelligence Report: SSPs

- Google dominates in funnel metrics, but red flags in selection driver perceptions
- A return to competitiveness for two of the original 3 SSPs
  - Pubmatic, Rubicon
- Willingness of publishers to use many (avg = nearly 6)
  - Opportunity for many to vie for 2<sup>nd</sup>

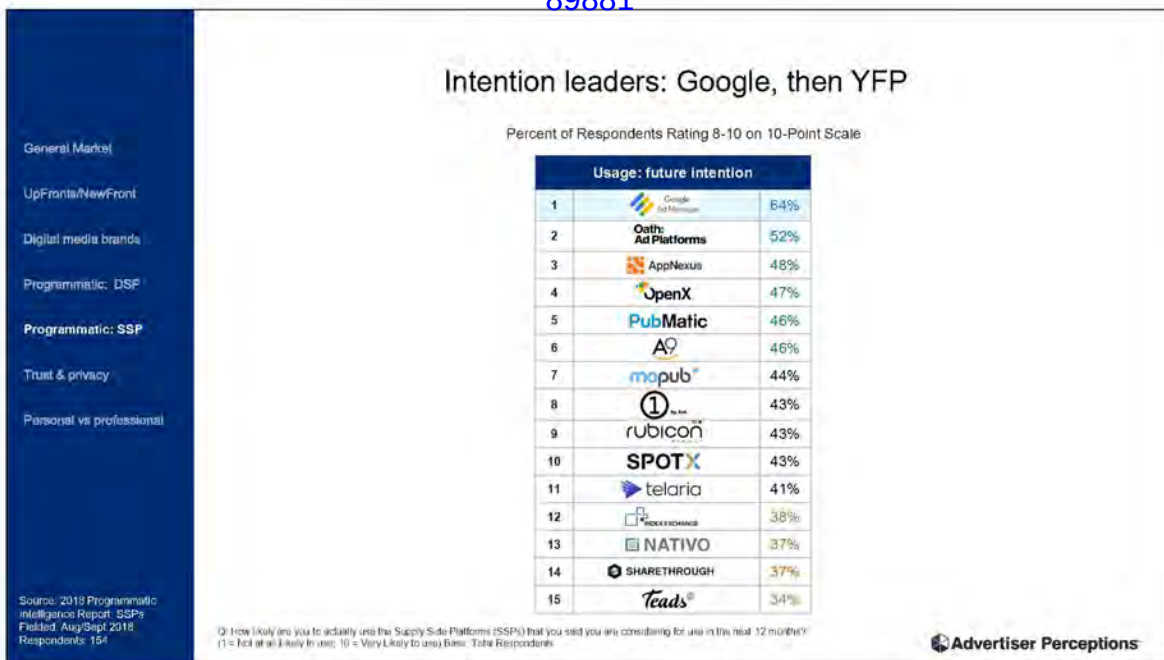
Advertiser Perceptions



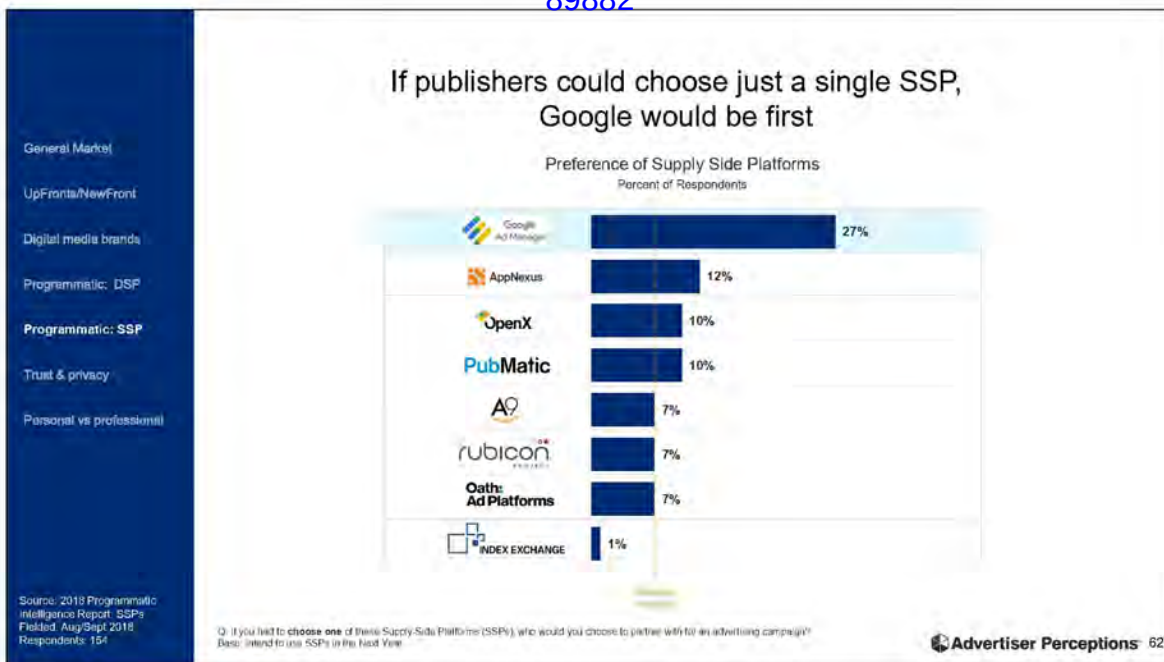
Q50, Q55



Q115



Q125



Q126

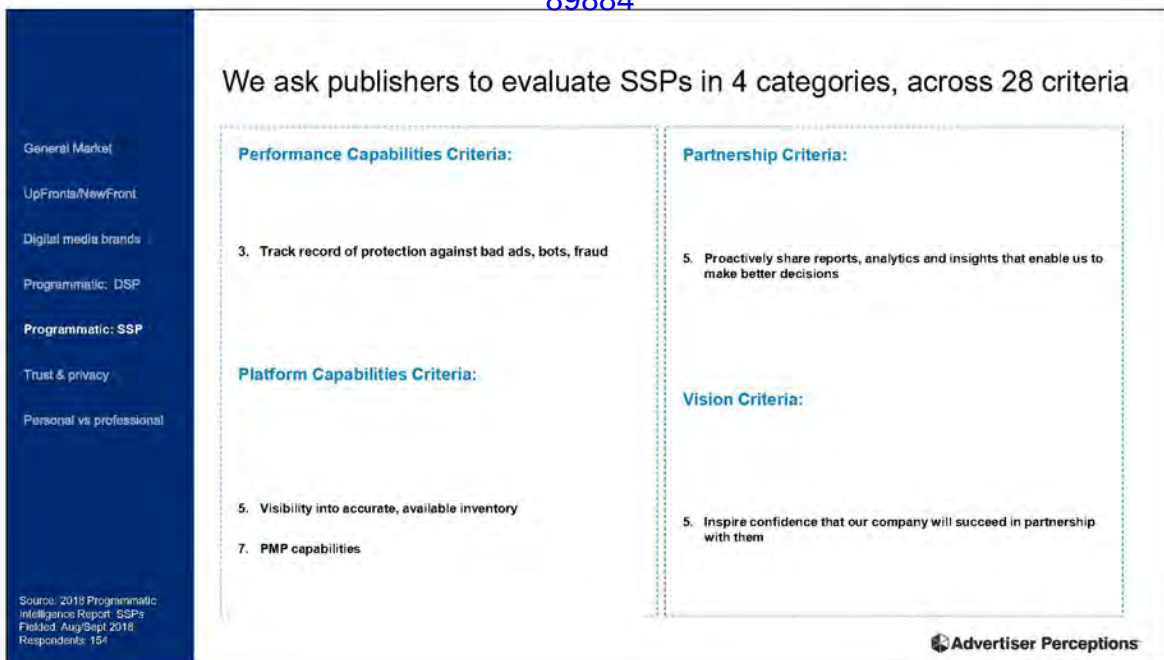


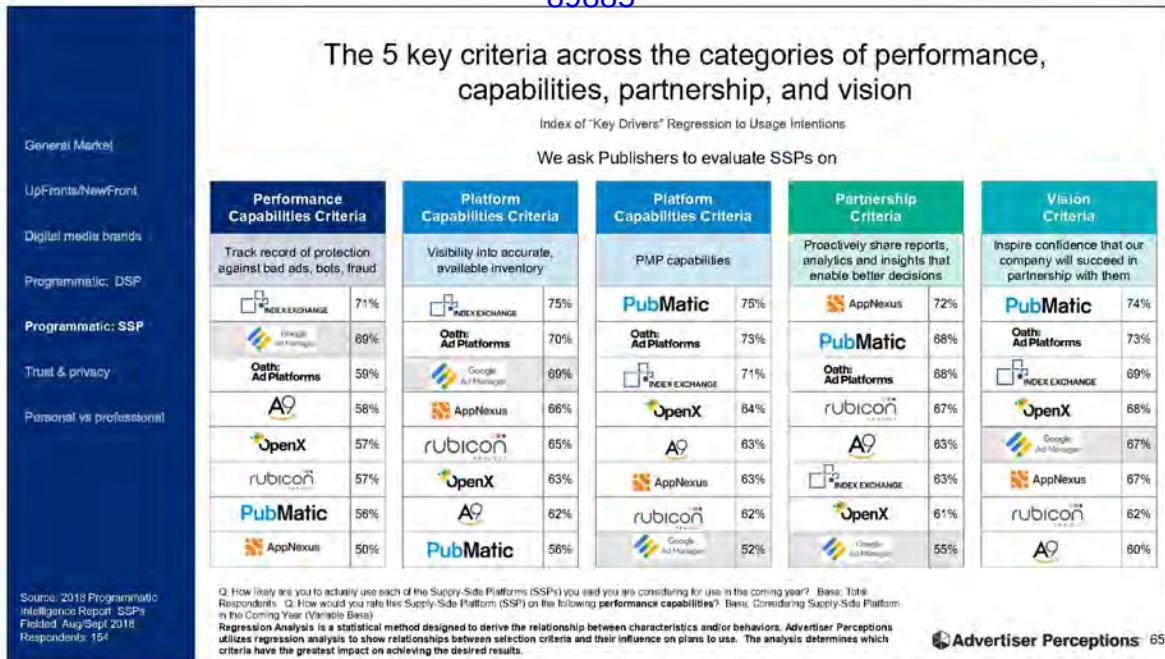
The slide features a blue sidebar on the left with the following menu items: General Market, UpFronts/NewFront, Digital media brands, Programmatic: DSP, Programmatic: SSP (highlighted), Trust & privacy, and Personal vs professional. The main content area has a white background with a blue border. The title '2018 Programmatic Intelligence Report: SSPs' is in bold black text. Below the title is a bulleted list of topics. The background of the slide is a grayscale image of a large crowd of people.

## 2018 Programmatic Intelligence Report: SSPs

- Google Ad Manager strengths
  - Familiarity, past usage, preference
  - Track record, protection against bots
  - Superior tech vision, optimization
  - Communication, coverage, presence with publishers
- Red flags to address
  - Reporting
  - Capabilities in header bidding & PMP
  - Proactive partnership, in alignment with publisher goals
- Who is the real competition?
  - Curious finding we will pursue: SSP capabilities moving in-house?
  - A blur of SSPs, including a resurgent Pubmatic

Advertiser Perceptions





Q140

The slide features a blue sidebar on the left with the following menu items: General Market, UpFronts/NewFront, Digital media brands, Programmatic: DSP, Programmatic: SSP, **Trust & privacy**, and Personal vs professional. The main content area has a white background with a blue border. The title 'Advertiser Perspectives of Trust & Privacy' is in bold black text. Below the title is a bulleted list of findings. The background of the slide is a grayscale image of a large crowd of people.

## Advertiser Perspectives of Trust & Privacy

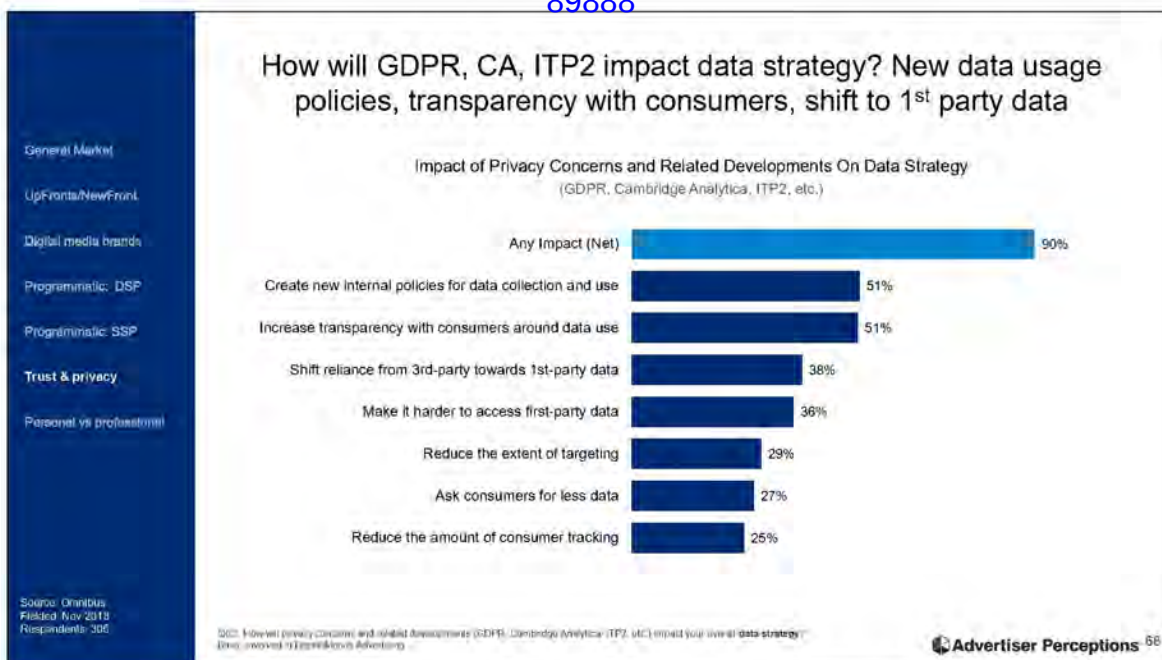
- Overwhelming majority believe data privacy is a strategic business concern
  - Expect changes in data usage policies, transparency with consumers, & shifting from 3<sup>rd</sup> to 1<sup>st</sup> party data reliance
- Google fares better than other brands, especially FB, in protecting user data
  - But no media brand viewed as exceptionally trustworthy in this regard
  - . . . And marketers are far more skeptical than agencies in their view

Advertiser Perceptions



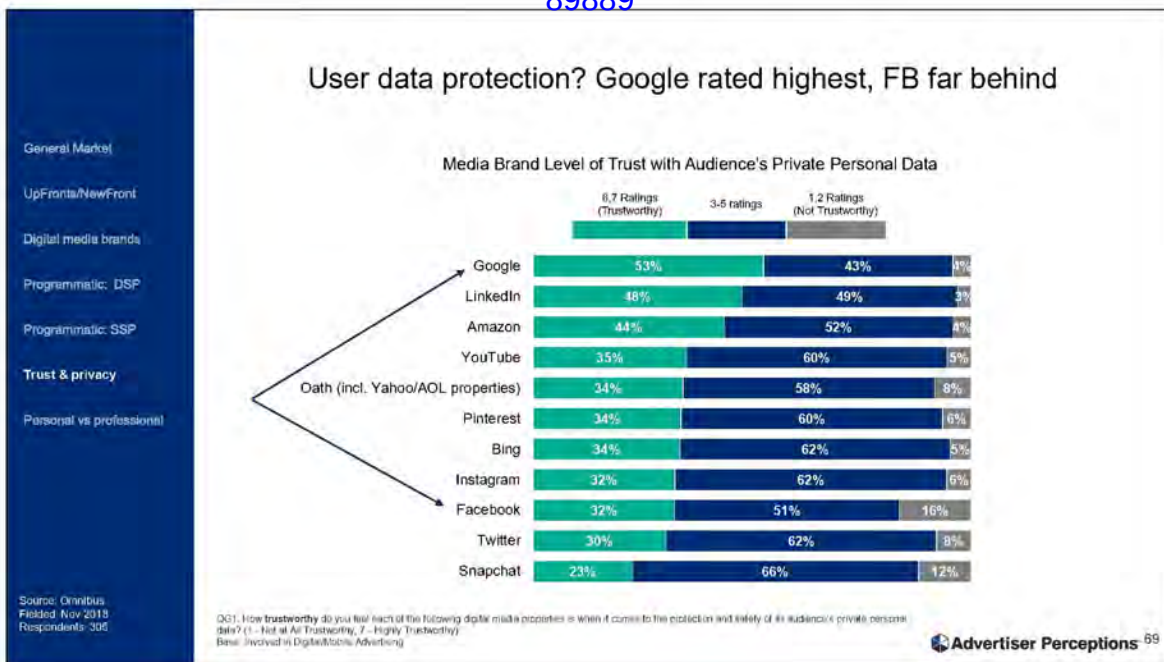
GOOGLE  
QG4



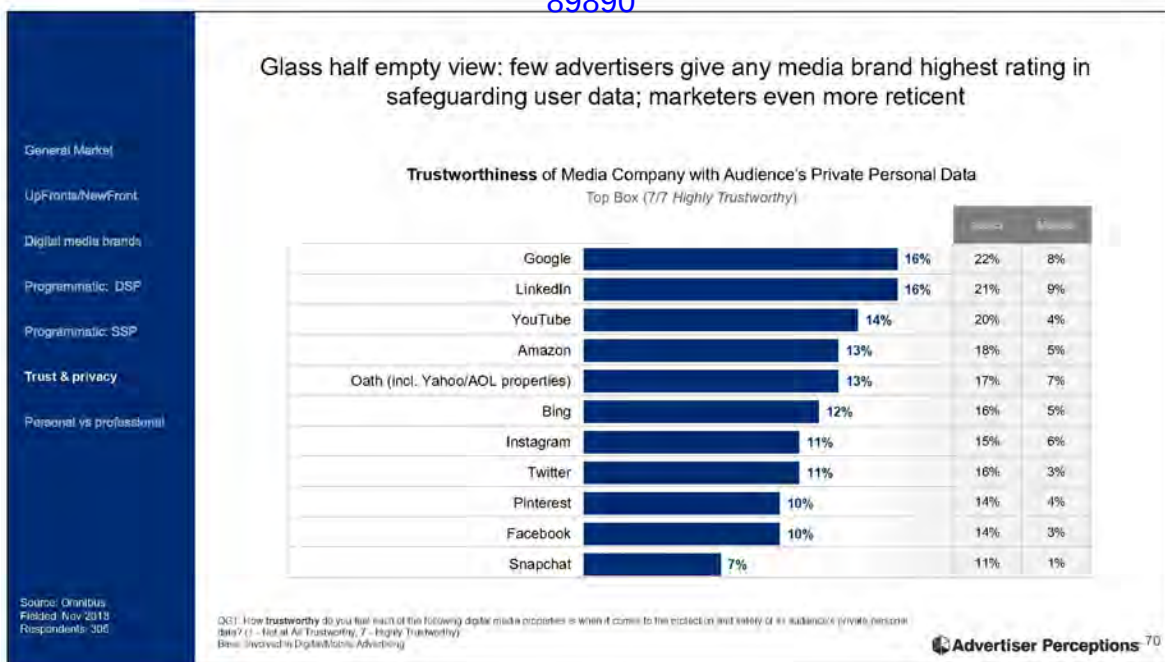


GOOGLE  
QG3

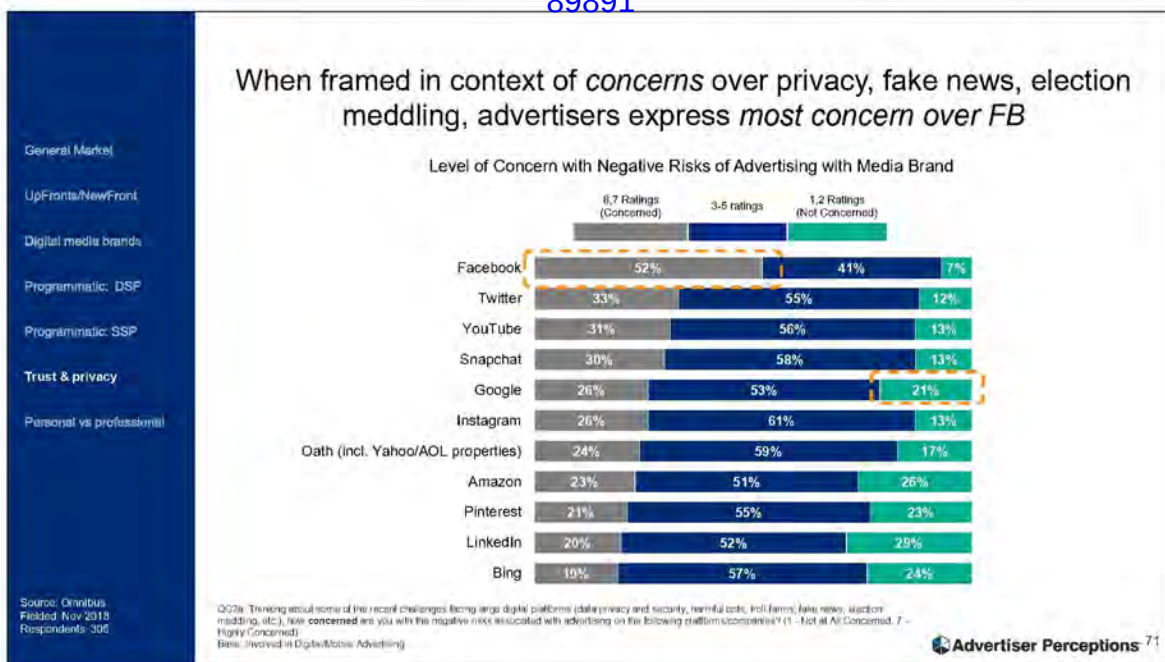




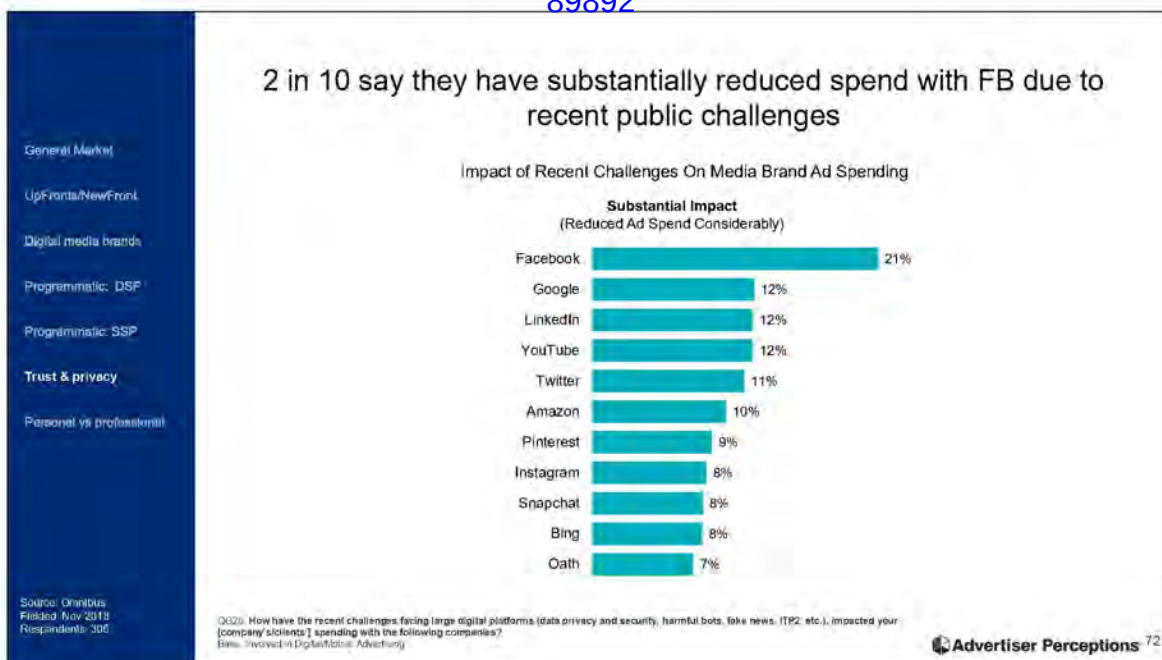
GOOGLE  
QG1



GOOGLE  
QG1



GOOGLE  
QG2a



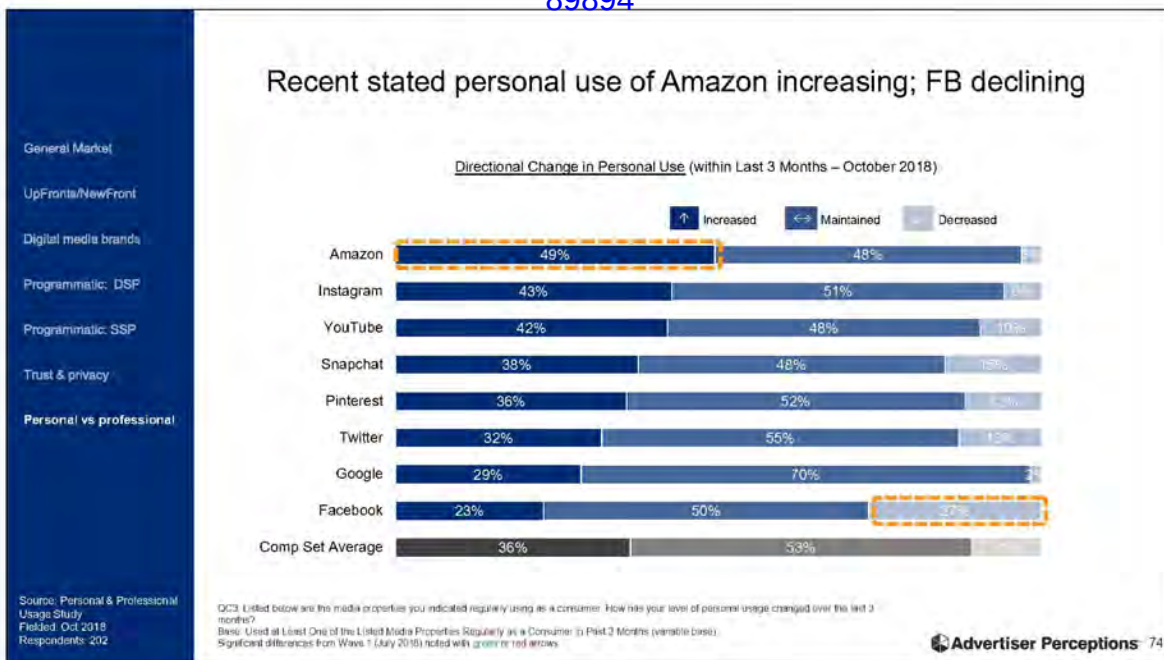
GOOGLE  
QG2b

The slide features a dark blue sidebar on the left with a white menu. The menu items are: General Market, UpFronts/NewFront, Digital media brands, Programmatic: DSP, Programmatic: SSP, Trust & privacy, and Personal vs professional (which is highlighted in light blue). The main content area has a white background with a blue border. It contains a title, a bulleted list, and a logo in the bottom right corner.

## Personal vs professional advertiser perspectives of leading digital brands

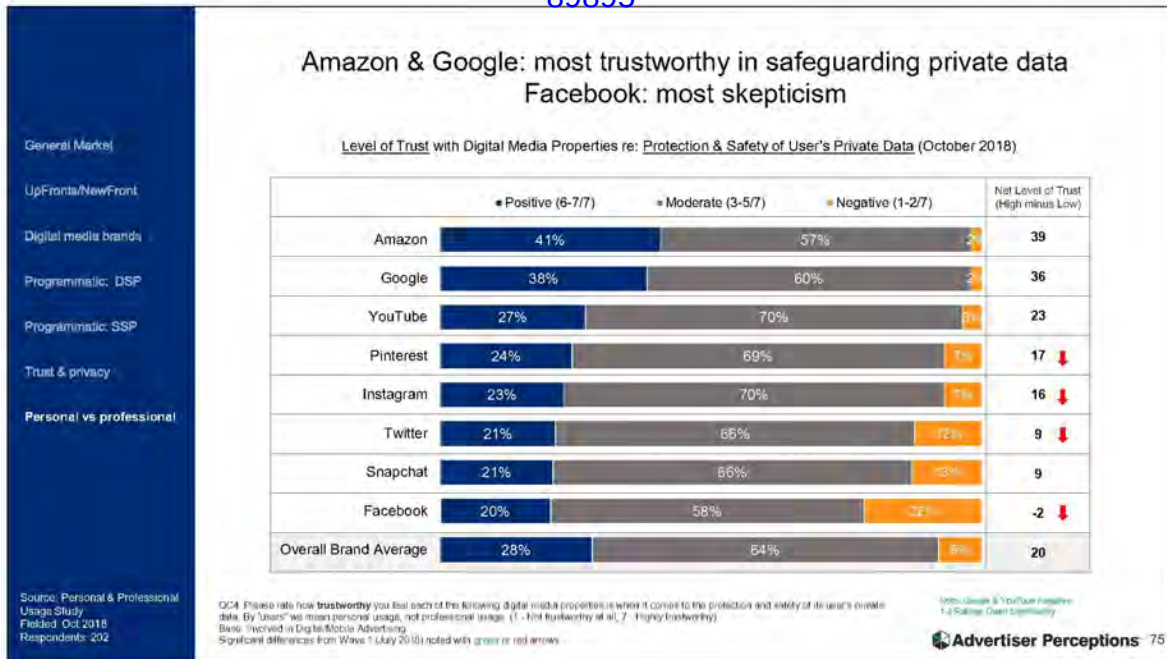
- Advertiser continue to say they are personally using Facebook less
  - And Instagram continues to gain favor
- FB declines in personal usage more clearly centered now on the data privacy
- Correlation with spending?
  - Advertiser are most bullish on Amazon, YouTube & Instagram
  - Less so on FB

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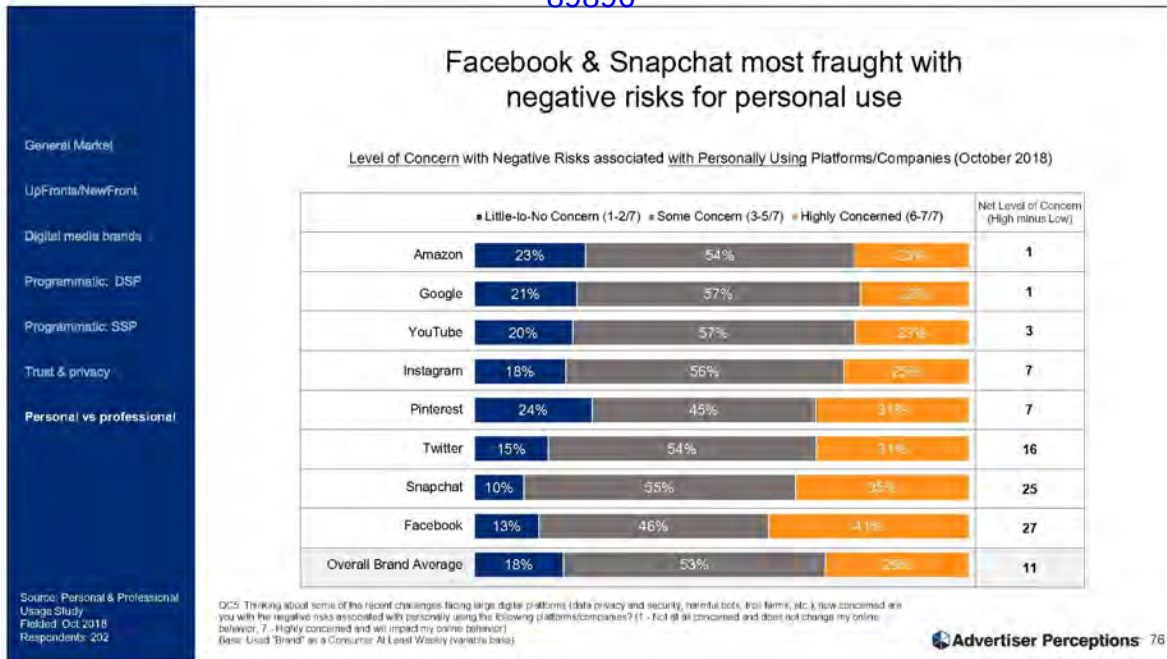


DATA PRIVACY: PERSONAL VS. PROFESSIONAL  
 QC3

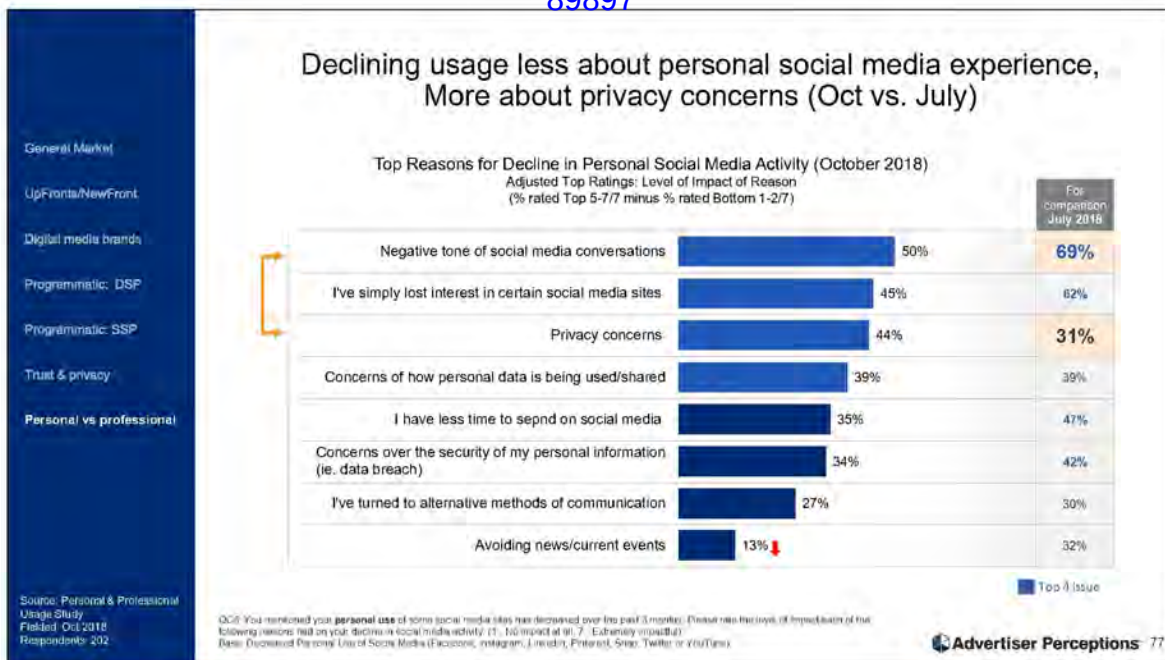




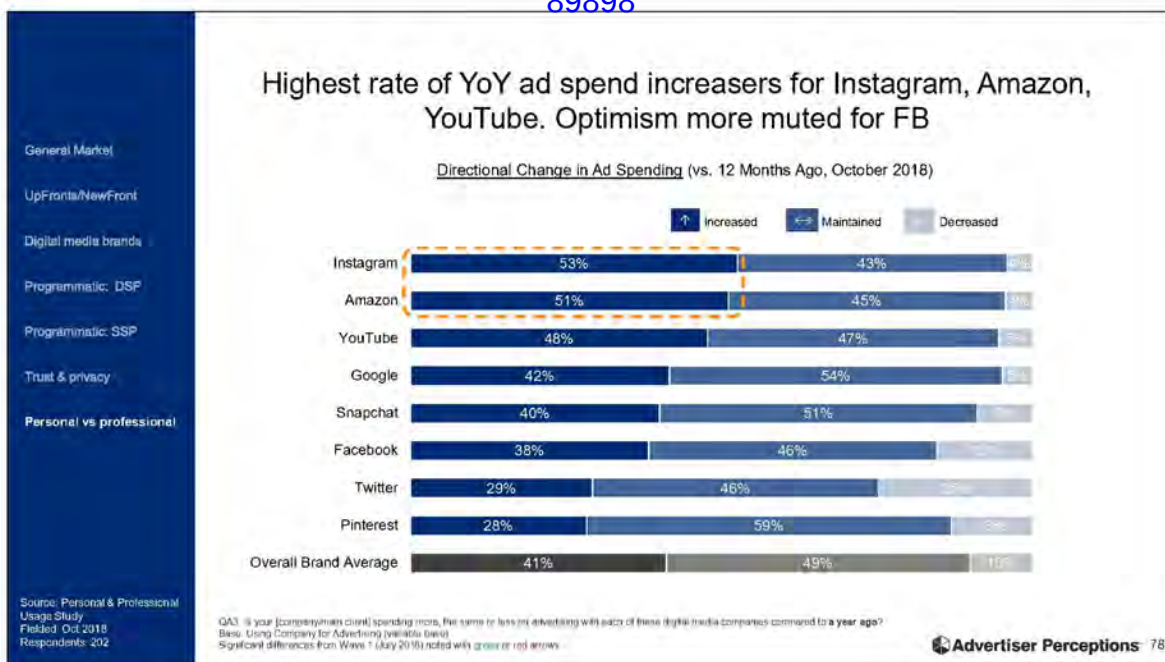
DATA PRIVACY: PERSONAL VS. PROFESSIONAL  
QC4



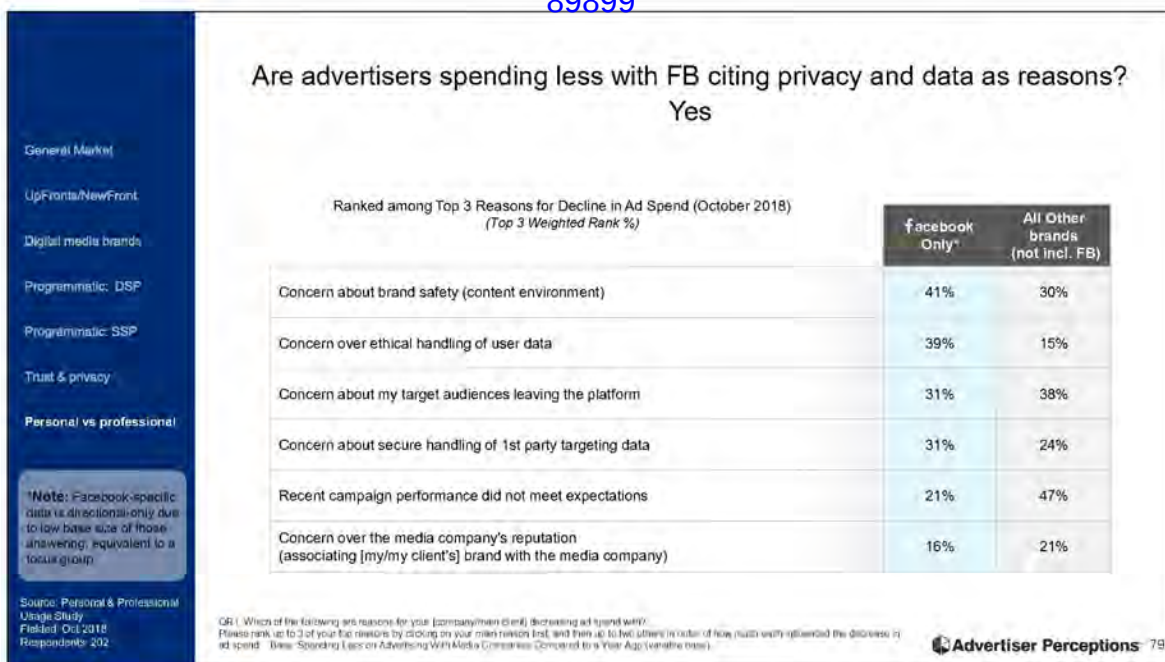
DATA PRIVACY: PERSONAL VS. PROFESSIONAL  
QC5



GOOGLE  
QG1



INTERNAL – DATA PRIVACY: PERSONAL VS. PROFESSIONAL  
QA3



INTERNAL – DATA PRIVACY: PERSONAL VS. PROFESSIONAL  
QR1

## Key Takeaways

### Advertiser Perspective on Digital Media Brands


- FB is less solid, Instagram is a safe harbor: Post-CA impact?
- Amazon: Gaining as Must Buy . . .
- . . . and appear to be taking dollars allocated to Google Ads

### Amazon snapshot: search, display, programmatic

- Overall: Amazon continues to gain ground vs. Google in key selection driver ratings
- Search: Our first view of Amazon advertisers on impact to search spending
  - The "Amazon Effect" seems real and a direct hit on search allocation
  - . . . And disproportionately adversely impacting Google Ads
- Programmatic: Amazon Advertising DSP gaining at senior marketer levels

### Programmatic demand-side perspective

- DBM still leading in all the key tech categories, but Amazon mind share remains as strong as Google's
- The rise of The Trade Desk, especially with marketers, where they had been purposefully playing in the background. That has changed.

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## Key Takeaways

### **Publisher perspectives on SSPs**

- Google dominates in funnel metrics, but red flags in selection driver perceptions
- A return to competitiveness for two of the original 3 SSPs
  - PubMatic, Rubicon
- Opportunity for many to vie for 2<sup>nd</sup>

### **Advertiser Perspectives of Trust & Privacy**

- Overwhelming majority believe data privacy is a strategic business concern
  - Expect changes in data usage policies, transparency with consumers, & shifting from 3<sup>rd</sup> to 1<sup>st</sup> party data reliance
- Google fares better than other brands, especially FB, in protecting user data
  - But no media brand viewed as exceptionally trustworthy in this regard




## Contacts:

**Randy Cohen**  
Randy.Cohen@AdvertiserPerceptions.com

**Kevin Mannion**  
Kevin.Mannion@AdvertiserPerceptions.com

**Dave Steinberger**  
Dave.Steinberger@AdvertiserPerceptions.com

**Barb Leung**  
Barbara.Leung@AdvertiserPerceptions.com



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The Stronger Your Brand  
The More You'll Sell™